

**NASA Advisory Implementing Instructions:  
 Acquisition Strategy Meeting (ASM) Guide**

<b>Chg #</b>	<b>Approver</b>	<b>Date Approved</b>	<b>Description/Comments</b>
4	AA's Senior Advisor / Technical	11/22/2022	Updated to: (1) define and standardize decision criteria for ASM meetings and align and clarify supporting evidence (data) needed for these criteria, (2) better delineate instructions to ASM convening authorities from instructions to program/project briefers, (3) further align procedures with current operations of the Acquisition Strategy Council, (4) clarify the scope of decision authority of ASMs, (5) incorporate process for major international contributions to the Artemis campaign per ASC instructions of June 2020, (6) clarify and reconcile guidance for meetings antecedent to ASMs as specified in NAI 1000.1, (7) provide guidance on handling of meetings, attendance and sensitive materials for compliance with NPR 2810.7 and appropriate protection of acquisition sensitive materials and discussions, (8) retire the requirement for an ASM to disposition Funded Space Act, (9) clarify process and documentation requirements for certain determinations by Convening Authorities.
3	AA's Senior Advisor / Technical	11/6/2020	Updated to (1) reconcile pre-ASM and ASM procedures with these meetings now being conducted within the Acquisition Strategy Council, (2) include alignment to Center Roles as part of the supporting justification, (3) provide additional guidance on supporting justification for partnerships and supplier capability to perform work.
2	AA's Senior Advisor / Technical	4/23/2018	NAII 1000.2 issued; replaces initial ASM Guide NID.

1 | AA's Senior Advisor / 5/19/2015  
Technical

Initial ASM Guide issued as a NID to further implement the EC decision of 15 May 2012 to align Acquisition Strategy Planning and Acquisition Strategy Meetings to the NASA Organizational structure.

## **Introduction and Definitions**

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Acquisition Strategy Meeting  
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## 1. Introduction and Definitions.

- 1.1. **Acquisition Strategy.** The method and delineation of NASA and supplier roles and responsibilities during the acquisition of NASA missions or services, over specific phases or stages of mission life cycle (e.g., design, development, test/evaluation, production, launch, operations), as an optimal means of achieving specific driving objectives (e.g., cost control, schedule, performance). Acquisition strategies are distinct from procurement strategies in that they are not specific as to the nature of specific contract or other legal or binding implementing agreements.
- 1.2. **Acquisition Strategy Meeting.** The ASM is an optional decision-making forum where senior Agency management reviews proposed program and project acquisition strategies and authorizes the program or project to proceed with an approved acquisition strategy. The ASM results (decisions) are documented in an ASM Decision Memorandum (DM). The ASM should be conducted before Agency commitments are made, e.g., entering into procurements, partnerships, or other relationships, making Center assignments, or committing to international partnerships. Additional considerations on timing are provided below.
- 1.3. **Convening Authority and Thresholds.** The Associate Administrator is the convening authority for Pre-ASMs and ASMs which meet one or more of the following criteria. Conduct of an ASM is at the discretion of the Convening Authority, who may decline to conduct, or delegate, an ASM within or outside of supporting boards or Councils.<sup>1</sup>
  - Category 1 projects
  - Acquisitions >\$1B (including multi-part acquisition strategies whose first phase may be <\$1B but whose final cost will exceed \$1B) but excepting Principal Investigator-led competed science missions.
  - Projects requiring a coordinated acquisition strategy across multiple Centers, or whose Center role assignments may be competitive.
  - At the discretion of the Associate Administrator due to high external stakeholder visibility or other factors.<sup>2</sup>

These ASMs are held in the Acquisition Strategy Council (NPD 1000.3, Chapter 3). In coordination with recommenders, the Office of the Executive Secretariat (OES) documents which specific criteria trigger escalation to the ASC. Mission Directorate Associate Administrators, or the proper Mission Support Enterprise Organization sponsor, are the convening authority for all other projects. The Convening Authority may choose to delegate certain ASMs; see Section 3.3 below.

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<sup>1</sup> The previous requirement to conduct an ASM if the acquisition may involve use of a Funded Space Act Agreement (F-SAA) has been retired. The ASC Chair may convene a non-ASM ASC meeting, at the Chair's discretion, to disposition cases where the use of F-SAA's cannot be resolved by the standard Office of the General Counsel determination process. Instead, ASM briefers should clearly communicate if F-SAAs are to be considered for use in their acquisition and procurement strategy.

<sup>2</sup> See section 3.9 below for significant international contributions to the Artemis campaign.

- 1.4. **Scope of ASM Decisions.** Programs and projects are managed by major area of investment through NASA's program and project management processes and requirements as directed by NPD 7120.4, NASA Engineering and Program/Project Management Policy, its associated NPRs, and implementation through Agency and Directorate Program Management Councils. ASMs may consider dimensions of planned program/project implementation to assess acquisition risk, but ASM outcomes do not supplant these processes and requirements. ASMs may not make determinative decisions on matters of Procurement Strategy that are within the scope of Procurement Strategy Meeting (PSM) decision authorities. See Section 5.1 below for additional details.
- 1.5. **Antecedent Meetings (Decision Framing; Pre-ASM).** The Convening Authority may choose to conduct Decision Framing or Pre-ASM meetings to disposition or partially disposition certain specific ASM decision criteria (section 2.0), define additional decision criteria, or issue actions required for a successful ASM. Guidance for these meetings is provided in NAI 1000.1.
- 1.6. **Delta ASMs.** Convening Authorities may require delta ASMs to occur at specific points in an acquisition lifecycle, or if significant changes in the acquisition strategy itself are considered; see also 3.5.3 below.

## 2. ASM Decision Criteria

Consistent decision criteria should be applied to all ASM decisions, regardless of convening authority. The convening authority may determine additional decision criteria at antecedent Decision Framing or Pre-ASM meetings and may waive criteria. Recommenders are responsible for providing evidence that each criterion has been met.

The three top level criteria must be met, regardless of any tailoring or waiver of specific criteria. The top-level criteria establish the basic storyboard of acquisition strategy recommendation briefings at ASMs. Additional guidance on specific evidence expected to be presented is included in Attachment A.

2.1. The convening authority agrees with key assumptions, and concurs that requirements are mature and stable enough to proceed into acquisition.

- Alignment. The strategy is shown to be consistent with documented Agency direction or guidance, and any prior ASC or other convening authority direction. Any proposed changes from direction are accompanied by clear rationale, and any prior formal actions are verified as closed.
- Requirements. Key assumptions are agreed upon by leadership. Requirements are mature and stable enough to proceed with acquisition. Any Independent Review findings and their disposition are resolved.
- Schedule. Long term schedule assumptions, including final need dates, are agreed to by the convening authority.
- Supplier Assessment. Recommendations are informed by appropriate market research, capability assessments, requests for information, or other tools needed to establish the trade space of possible suppliers, including industry, NASA, international or interagency partners, or other non-government organizations.

2.2. The convening authority agrees on the primary drivers leading to the recommendation and is provided an objective assessment of why the recommended strategy is optimal.

- Drivers. The acquisition strategy documents *and prioritizes* the primary factors driving its selection (e.g., cost, schedule, performance, policy, NASA ownership, workforce).
- Analysis of Alternatives. An objective analysis of alternatives driven by these factors supports the recommended strategy. Alternatives address two or more *viable* alternatives.
- Summary Recommendation. The acquisition strategy is stated with sufficient clarity and detail to inform the executability assessment below. NASA and supplier roles in each stage of development, production and operations are clearly delineated.

2.3. The convening authority agrees that acquisition risks are acceptable and manageable in achieving the desired outcome.

- Budget Availability. Budget for the acquisition is either available, or an acceptable budget strategy is presented which will support proceeding to a PSM or equivalent

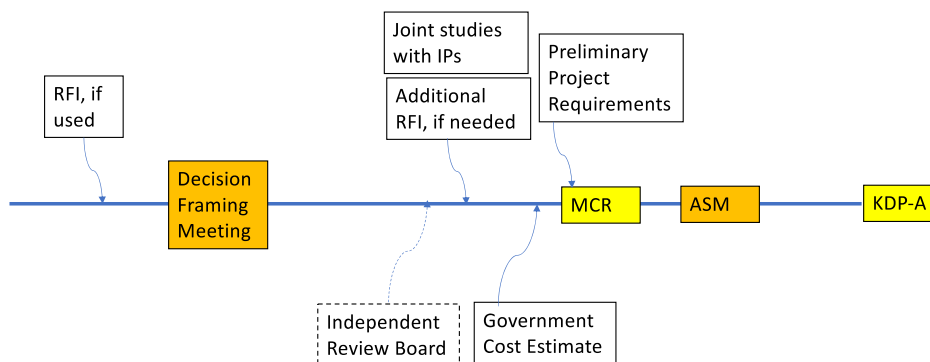
decision point. Cost estimate bases of estimate are provided, including independent cost estimates if conducted.

- Management Model. The organizational structure, management approach and Center role assignments support successful execution of the acquisition strategy. Center assignments and assigned work are aligned with Center Roles as documented in NPD 1000.3 Chapter 6, as well as agency strategic workforce planning needs.
- Workforce and Facilities. Workforce and facilities impacts are understood and planned mitigation or management strategies are acceptable. Internal or external supplier capacity concerns or issues are addressed.
- Supplier/Partner Capability. Credible evidence supports that recommended suppliers are capable of successfully conducting the work. Specific areas in which NASA may need to provide additional support are identified.
- Long Term Impacts. Lifecycle and long-term impacts are considered and satisfactorily addressed, specifically focused on program closeout.
- Risks and Mitigation. Specific risks to implementation of the acquisition strategy are documented and risk mitigation steps are presented.

### 3. Guidance for Convening Authorities

3.1. **ASM Timing.** ASMs should only be conducted after a planned acquisition has undergone significant pre-formulation, maturation, and supplier assessment. An MCR or equivalent level of maturity is typically required, and if after an MCR, sufficient time should be planned to fully disposition issues identified at MCR. ASMs should be completed before a Mission Directorate has moved into a de facto acquisition strategy relative to planning, stakeholders or suppliers; i.e., the Convening Authority must be provided a robust analysis of alternatives to assess. For single project/program acquisitions, KDP-A is a reasonable approximation of this point, although optimal specific timing will always be mission-specific. The graphic below provides the general flow.<sup>34</sup>

#### ASM placement in early life cycle milestones — for single project / program acquisition



**Rationale for ASM after MCR but before KDP-A:**

- Mature requirements and cost estimate needed, MCR is reasonable level of maturity
- Ideally informed by IRT/IRB with time to close on findings/adjustments
- Adequate supplier info needed
- Enables analysis of alternatives at ASM without forcing a point solution

3.2. **PSM Timing.** Recommending Mission Directorates should not plan PSMs immediately after ASMs; there is an expectation that actions will be issued which require closure prior to PSMs. MDs should consult with the Office of Procurement on reasonable timing for the PSM in question, case by case.

3.3. **ASM Escalation.** The ASC Executive conducts an annual acquisition forecast exercise with each Mission Directorate. Acquisitions which potentially meet one or more Agency thresholds (section 1.2) must be offered through the ASC Executive for ASC level consideration, and if not included in the forecast, must be identified no later than three months before the needed decision. The ASC Executive documents considerations around specific Agency thresholds and reports back the ASC Chair's determination.

3.4. **ASM Stakeholder Consultation.** Convening authorities should ensure that recommending programs/projects have consulted necessary stakeholders in advance of the

<sup>3</sup> NPR 7120.5F Figure 2-5 is currently being revised to clarify the preferred timing of ASMs as after MCR and before KDP-A.

<sup>4</sup> An Independent Review Board prior to MCR or the ASM is a best practice and has become normative for SMD; other Directorates are encouraged to consider its use.



meeting, to include communication of planned work assignments to the Centers involved in considering options.

### 3.5. **ASM Attendance.**

ASMs held in the ASC. At a minimum, the core ASC membership (NPD 1000.3 Chapter 3) is invited. The responsible Mission Directorate Associate Administrator or Mission Support Enterprise Office sponsor, rather than a delegate, is expected to attend unless they have a conflict of interest. Center Directors of Centers who are candidates for assignments based on their Center Roles are invited. The Chair may invite other senior officials, such as the Chief, Safety & Mission Assurance, Chief Health and Medical Officer, or Center Director, JSC (as crew Technical Authority) if the recommended acquisition approach raises specific issues under their authorities. The list of other potential invitees documented in the ASC charter will also be reviewed for appropriate stakes.

Supporting staff should be limited; no more than 3 people for the sponsoring organization and 1 for other organizations, and all participants are expected to be needed to actively participate in the ASM discussion. Attendance requests must be made in advance of the meeting and approved by the Chair through the ASC Executive.

ASMs conducted by MDAAAs or other convening authorities. For ASMs not conducted in the ASC, attendance should be similarly limited. The following officials are required, in addition to the convening authority:

- Chief Acquisition Officer, or designee (e.g., Deputy Chief Acquisition Officer)
- NASA Assistant Administrator for Procurement, in their role as Deputy Chief Acquisition Officer and Agency Senior Procurement Executive
- Chief Financial Officer
- General Counsel
- Chief Information Officer

Other core ASC members (Chief Engineer) or senior officials (e.g., Chief, Safety & Mission Assurance, Chief Health & Medical Officer) may be invited at the convening authority's discretion, referring to acquisition responsibilities documented in NPD 1000.5 to ensure correct participation. For these ASMs the sponsoring organization is responsible for ensuring the relevant stakeholders are invited.

#### 4. Handling of Materials and Meetings; Documentation and Dissemination of Outcomes.

4.1. **Sensitive Materials Controls.** All materials involved in the conduct and documentation of ASMs must be handled with appropriate markings and controls on meeting management and supporting information systems.

- Materials must be marked CUI Specified, with a minimum of SP-PROCURE and SP-SSEL category markings applied.
- The following format is compliant for slide headers, adding additional category markings (e.g., SP-BUDGET, SP-EXPT, SP-PROPIN) when needed:

**CUI // SP-PROCURE / SP-SSEL  
Pre-Decisional**

- Per Federal CUI requirements, CUI markings must be in a single line on the header of each slide, and markings on each slide should reflect all CUI content in the entire presentation.<sup>5</sup>
  - A “Pre-Decisional” header should be applied on a second header line (per CUI requirements) to reinforce an Agency position that acquisition strategy materials are exempt from FOIA.
  - Additional CUI Limited Materials Dissemination Control (LMDC) markings may not be applied to ASC materials; for Decision Framing Meetings or Pre-ASMs in which a Mission Directorate AA is the Convening Authority, and the Mission Directorate is both the author and recipient/relayer of the information, LMDCs may be allowed but materials must be controlled in an appropriate manner.
  - Other markings inconsistent with the CUI standards (e.g., “For NASA internal use only”, “Not for redistribution”, etc) must not be included in slide headers. Briefers may include such markings in slide footers only, but they have no binding effect and are discouraged.
- 4.2. **Meeting Management.** Lists of potentially interested parties, to the extent known, should be presented prior to engaging in any discussion and invitees given the opportunity to recuse themselves in the event of potential conflicts of interest. Participation in online/virtual meetings must be actively monitored per NPD 2810.7, 2.13.4.a. Additional NASA requirements for management of online meetings containing CUI [as documented by OCIO](#) should be followed.

#### 4.3. Documentation and Dissemination of Decisions.

Briefing Charts. ASM charts do not constitute documentation of an ASM decision. Decisions are documented through an ASM Decision Memorandum (ADM), which should include minutes of the meeting (see Appendix A). A draft version of the ADM should be

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<sup>5</sup> Alternatively, Federal CUI requirements allow portion markings at the discretion of the briefer but if applied, must be applied consistently throughout (i.e., every element of every chart must be marked uncontrolled or CUI). This cumbersome briefing format is not recommended for ASMs.

available at the ASM. ADMs must define the acquisition strategy being approved, rather than simply approve it by reference to a separate document.

ASMs held in the ASC. Decisions made at the ASC are consistent with the ASC Charter (NPD 1000.3) in which the ASC Chair is the sole decision authority. Decisions are documented following OES standards for minutes and decision memoranda. Decisions and actions are communicated to participants within 24 hours of a meeting. Decisions made in the ASC are final, regardless of whether an electronically signed minutes and Decision Memo artifact has yet been produced.

ASMs conducted by MDAAAs or other convening authorities. Outcomes should be documented using a format similar to the Agency Council standard in Appendix A below, under signature of the convening authority. Documented outcomes of ASC Decision Framing Meetings or Pre-ASMs are marked at minimum CUI // SP-PROCURE / SP-SSEL // DL ONLY, with the DL ONLY dissemination control corresponding to meeting participants and any eventual Contracting Officers for the activity.<sup>6</sup> Other Convening Authorities may establish their own dissemination control approaches.

- 4.4. **Records Management.** For ASC decision memoranda and minutes, OES follows records retention schedule 01/014.0.B.01, “Temporary Commissions, Boards, Councils and Committees; Internal Agency Committees”. Records are transferred to the National Archives when 20 years old. OES will assess decontrol of ASC materials against the relevant current contract status when dispositioning these records. Only OES-authored final documents are transferred, i.e., minutes and decisions. Recommending organizations are responsible for records management of all other related documents such as briefing materials, etc.

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<sup>6</sup> Additional access can be cleared by the Office of the Administrator on a need-to-know basis. Contact the ASC Executive to request approval and arrange for access.

## 5. Special Considerations.

5.1. **Clarification of ASM authorities.** The following areas of related acquisition decisions are beyond the authority of any ASM convening authority and should be excluded from ASM recommendations and decision memoranda:

- Any procurement decisions within the scope of the PSM decision authority (Senior Procurement Executive).
- Determination of the Source Selection Authority; per NFS 1801.603-1 the NASA Administrator delegates this authority to the Assistant Administrator for Procurement, who may further delegate.
- Approval of specific program/tailoring; intended tailoring discussions at the ASM are for the purpose of understanding potential risks to management of the acquisition only.
- “Concurrent” approval of Program Commitment Agreements, Formulation Authorization Documents, or any other program control document required by NPD 7120.5.
- Official determinations made by the Office of General Counsel on the suitability of NASA authorities or legal instruments used to implement an acquisition strategy.

5.2. **Head of Contracting Authority.** If requested, the ASC may establish the Head of Contracting Authority (HCA) for the program or project. If not established by the ASC, NFS 1802.101 determines the HCA.

5.3. **International contributions to the Moon to Mars campaign.** For acquisition strategies involving or considering significant (in terms of visibility, program impact, dollar value or political interest) international partner contributions, potential partnerships at the ASM should be concluding a formal study phase (possibly involving a Study Agreement). The ASM serves as the formal internal decision point to proceed with pursuing the international partner contribution and sets the baseline for the element’s acquisition strategy. It does not serve as Authorization to Proceed with negotiations involving the proposed approach (see Appendix B). The following additional decision criterion, aligned under section 2.1 above, applies in these cases:

- The acquisition strategy has been coordinated with the Office of International and Interagency Affairs and is consistent with the “Flow of International Partnerships” (Appendix B, below) to ensure that international commitments are not made prematurely relative to the process endorsed by the ASC.

5.4. **Convening Authority Determinations; Processes and Documentation Requirements.**

The following three categories of Convening Authority determinations do not require the Chair to provide/sign related documentation, under NPD 1000.3 or NPD 1000.5. The recommending organization or an advisory stakeholder may request that an agent of the Convening Authority (e.g., the ASC Executive) author and provide such documentation if (1) specific, foreseeable future issues over the life cycle of the acquisition would benefit from this documented context, or (2) a stakeholder wishes to formally record a dissenting opinion to the Convening Authority’s determination.

- 5.4.1. **Delegation of Convening Authority.** The ASC Chair may decide to delegate an Agency level ASM to a MDAA or other convening authority. To make such a request, the Mission Directorate AA (not the program/project) should provide a rationale associated with each documented ASC threshold/trigger (section 1.2 above) showing why delegation is supported. The ASC Chair will decide based on the rationale, feedback from ASC members (whether in board or out of board), and any actions issued at antecedent Decision Framing or Pre-ASM meetings. Delegation may further be documented at such antecedent meetings. If delegated, Decision Memoranda resulting from the delegated ASM must be transmitted to the ASC Executive for archival alongside the ASC materials.
- 5.4.2. **Decision to Conduct / Not Conduct an ASM.** Under NPD 1000.5, ASMs are not required; they are at the discretion of the Convening Authority. If documentation of a decision not to conduct (“waive”) a meeting is desired, either to inform the lifecycle record of an acquisition or to record a dissenting opinion by advisors, it may be negotiated with and provided by an agent of the Convening Authority, such as the ASC Executive.<sup>7</sup>
- 5.4.3. **Requests to Reconsider an ASM Decision (e.g., Delta ASM requests).** For ASMs at the Agency (ASC) level, ASC members may request reconsideration of the original ASM decision (e.g. a Delta ASM) if significant facts have changed or if the acquisition strategy as executed is anticipated to differ substantively from the strategy specifically documented in the ASM decision memorandum. Such requests are to follow the appeals process for final Agency Governance Council decisions as documented in NPD 1000.3, Chapter 3, ASC Charter.

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<sup>7</sup> Since Decision Framing Meetings, Pre-ASMs and ASMs are not requirements, they likewise are not formally waived, and hence a requirement does not exist for the Convening Authority to document or sign a decision not to conduct a meeting. In this document, “waived” is used to denote the plain language interpretation of a convening authority’s decision not to conduct a meeting.

**APPENDIX A: Format for ASM Decision Memoranda**

(ASC / AA Convening Authority example; modify for MDAA Convening Authority)

(Editable version is available on the [OneNASA Agency Governance ASC site](#))

# CUI

## ATTENTION

Use this space to indicate categories, limited dissemination controls, special instructions, points of contact, etc., if needed.

Controlled by the Office of the Executive Secretariat (OES)

CUI // SP-PROCURE / SP-SSEL // DL ONLY

Redistribution limited to participants in the associated Acquisition Strategy Council (ASC) and any subsequent Contracting Officer(s) for the mission.

The DL ONLY dissemination control expires after associated procurements and/or partnership agreements have been finalized.

POC: ASC Executive Secretary, (name)

## ATTENTION

All individuals handling this information are required to protect it from unauthorized disclosure.

Handling, storage, reproduction, and disposition of the attached document(s) must be in accordance with 32 CFR Part 2002 and applicable agency policy.

Access to and dissemination of Controlled Unclassified Information shall be allowed as necessary and permissible to any individual(s), organization(s), or grouping(s) of users, provided such access or dissemination is consistent with or in furtherance of a Lawful Government Purpose and in a manner consistent with applicable law, regulations, and Government-wide policies.

Standard Form 901 (11-18)  
Prescribed by GSA/ISOO | 32 CFR 2002

# CUI

# [CONVENING BODY]

## Meeting Minutes, Decisions and Actions

### VITAL MEETING DATA

**Date:** November 10, 2022, 9:30 a.m. – 1:30 p.m.

**Location:** Virtual Microsoft Teams Meeting

**Attendance:** Core ASC members<sup>8</sup>; AA/OIIR; Center Directors, JSC, KSC; Chief, Safety & Mission Assurance; Chief Health and Medical Officer; approved support staff.

### MEETING ACTIVITIES

The [convening body] convened to conduct an Acquisition Strategy Meeting (ASM) for the [program/project].

[name][role – Chair, Convening Authority, etc] opened the meeting at x:xx p.m.

### BACKGROUND

One to three short paragraphs establishing the mission need the acquisition fills, any key context, formulation efforts conducted by the MD/program prior to the meeting, definition of convening authority (including date of delegation by the NASA AA if NAI 1000.2 thresholds were exceeded and Convening Authority offered to the AA), and any antecedent (Decision Framing or Pre-ASM) meetings. Cite whether standard ASM decision criteria (this document) were used, or if any additional decision criteria were applied.

### FIRST ITEM OF BUSINESS: (topic)

Inclusion of minutes/synopsis of the briefing and discussion is at the discretion of the Convening Authority. OES recommends clearly separating synopses of the briefing from synopses of discussion. Documentation of discussion should be non-attributional (“participants discussed”) unless a participant’s inputs are highly coupled to their specific Agency role and establish an organizational position, rather than individual advisory inputs to the Convening Authority..

### DECISIONS

Document, specifically, the acquisition strategy being approved (i.e., do not document approval by reference to another document). Include the minimum number of key elements needed to *define* the strategy. Modify with any conditionals, constraints or other refinement as made during the ASM. Do not include elements outside the decision authority of the ASM (section 5.1 above).

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<sup>8</sup> AA, CAO, AA/Procurement, CFO, OGC, OCE, MDAA, MSC Chair, CIO, AA/OLIA, Chief Program Management Officer.



## ACTIONS

[Organization] to [action], due: xx/xx/xxxx.

[Organization] to [action], due: xx/xx/xxxx.

Actions should always be owned by a single organization/individual; “joint” actions should be worded as “[organization], in coordination with [organization], [organization], to...”.

## ACCOUNTABILITY

**Accountable:** The senior-most executive below the Convening Authority accountable for the effort.

**Responsible:**

- [name], [role], [responsibility]. The individual responsible for implementing the integrated acquisition strategy.
- [name], [role], [responsibility]. Key individuals from other organizations, and their specific responsibilities, if documentation is needed to help ensure success of the strategy.

## IMPLEMENTATION

(Anticipated timeline for the acquisition; this is documentary only and not a binding element of the the decision memo.)

Month, year – KDP-A

Month, year – Procurement Strategy Meeting

Month, year – Draft RFP

Month, year – Final RFP

Month, year – Source selection

## REPORT-BACK

Document any expectations or agreements on formal (in-board) report-back to the Convening Authority.

## LIST OF ACRONYMS

As used in this document; encouraged, as acquisition life cycles may span many years and acronyms may fall out of common use.

## ATTENDANCE

Recording of attendance is required for virtual meetings involving CUI Specified content.

## APPENDIX B: Major International Partnership Contributions Process

As approved at the June 12, 2020 ASC.

- **Entry Point** – Concept/Interest Discussions w/ International Partner (can occur at multiple levels)
  - Multiple Sources: Leadership Meetings, Bilaterals, Technical Meetings
- **Endorsement Point – @ Mission Directorate AA Level**
  - Additional discussions w/ International Partner; without government commitments
  - Should be informed by input from OIIR, OLIA, OCFO, OGC, and others, as appropriate
  - Interim Initial communication to the Administrator and A-Suite leadership through existing weekly meetings
- **Decision Point – Pre-ASM @ Associate Administrator Level**
  - Study Phase (Study Agreement, no hardware commitment)
  - Administrator, Deputy Administrator invited to attend
  - Ongoing updates to the Administrator and A-Suite leadership through existing weekly meetings
- **Decision Point – ASM @ Associate Administrator Level**
  - Decision to proceed with international partner contribution
  - Administrator, Deputy Administrator invited to attend
- **Authorization to Proceed – Administrator/A-Suite Discussion or Briefing (s), as appropriate**
  - Proposed approach for international agreement (the “deal”)
- **Authorization to Conclude – Administrator/A-Suite Discussion or Briefing (s), as appropriate**
  - NASA-International Partner agreement conclusion/signature

Potential International Partnerships can be off-ramped at any point along this process.