



Procurement Countdown

Summer 2001, No. 122

A New Point of View

By Donna Fortunat, Analysis Division

It's not what you learned in school and it's not what your uncle taught you. At least it's not if your uncle's name is "Sam." That probably best sums up my year plus experience at Aerospace Industries Association (AIA) as their first government "Fellow." Shortly before this opportunity, I'd spent a good deal of time talking to aerospace industry executives while I was working on revising NASA's profit and fee policy and developing the Award Term pilot for the Agency. What I'd gotten from them was good, honest feedback and a different but very valid point of view on contract incentives and profit. I'd gotten some worthwhile ideas and found the interaction to be refreshing.

The timing was perfect. When AIA approached NASA, the new profit policy and structured fee approach was published, the award term pilot was up and running, and I'd just had this positive experience working with industry. It

seemed like the perfect opportunity to continue to explore the territory on the other side of the fence. So, off I went to work with a "trade" association — a.k.a., the dreaded lobbyists — fat cats of industry, smokers of cigars, carriers of briefcases bulging with money to line the pockets of our elected represen-



tatives. NOT!!! I know that there are those type of lobbyists in Washington, but that wasn't my experience.

AIA is a not-for-profit trade association that represents US aerospace industry manufacturers — big emphasis on "aero," but that's changing slowly. When I arrived there, I had no idea about what I'd be doing. One of AIA's important functions, one that's very useful to the government, is to serve as the voice of the US aerospace industry. In that role, they work to develop consensus positions across the industry on every-

thing from export control policy to improving the government prompt payment provisions for aerospace industry products and services. Well, no offense to my chosen profession, but when the opportunity came up to work in an area that WASN'T dealing with prompt payment provisions or other procurement issues, I went for it.

One Big Step

I spent a year as Launch Policy Manager for AIA's Space Policy Division. A major part of my duties was to develop a national plan for US launch range infrastructure based on a consensus of AIA industry members. Since AIA's members range from established launch providers (like Boeing and Lockheed) who use the national ranges, to entrepreneurial companies in the development phase (like Kistler) whose launch vehicles don't need to launch from Canaveral or Dryden, developing a consensus wasn't easy. It makes getting a consensus among NASA's

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Highlights...

Careers are the focus on Page 2, with stories about rotations, the Intern program, and a retirement at ARC.

There are a lot of People on the Move updates on page 3 (and pages 16 and 17). Catch up with what's going on around the Agency.

Learn about a ground breaking ISO procurement at Glenn on page 4.

See how one center is implementing some great IDEAS, on page 5.

Procuring items through GSA has real advantages, page 6.

Find out about the Procurement Officer at Stennis on Page 8.

Jackie Norman, from KSC, is highlighted on page 9.

JPL or NASA? Find out on page 10.

If you thought IFMP was gone, think again! Page 12.

Intern Update: Class of 2001

Recruitment for the NASA Contracting Intern Program (NCIP) Class of 2001 was very successful. Twelve co-op students have accepted our offers of employment. Schools represented are the University of Wisconsin, New Mexico State, Arizona State, Michigan State, Drexel and Hampton University. Fifty-eight percent of the class are minority and 33 percent are female. All eight centers participating in receive at least student.

We have made improvements in our retention of co-ops the first year. Sixty-seven percent of the Class of 2000 are still with us, including three who have graduated from college and converted to interns. Three more will do so by the end of the year.

Orientation for the Class of 2001 was held at Kennedy Space Center on June 25 – 29, 2001. Speakers from the NASA History Office, each NASA enterprise, and the Procurement Office briefed the students. Other highlights of the week were the address by an astronaut and the tour of Kennedy Space Center. After spending two weeks back at their respective centers, the new co-ops traveled to Rockville, MD, for the Basics of Contracting held July 17 – August 10. The Class of 2000 gathered in Rockville, MD, for the Contract Pricing class on July 10 –27.

All students completed their classes successfully and returned to their centers to use their newly acquired knowledge. Some of the Class of 2000 will be returning to college in September. May 2002 will bring a bumper crop of new interns as seven NCIP participants complete their undergraduate degrees and move to their rotational assignment.



the NCIP will one new co-op

made major in our reten- compared to Sixty-seven Class of 2000

Rotational Opportunities In Other Agencies

There are several opportunities now available in the government-wide Acquisition Rotational Program. You are encouraged to check out these opportunities at the Procurement Executives Council website. Currently, both Treasury and NASA have opportunities posted at www.pec.gov/index.cfm?Fuseaction=Enhanced&Section_1=8&Section_2=15.

If your procurement office would like to post an opportunity of its own, please contact Reginald Walker at 358-0443 for information.

Procurement Manager Retires From ARC

By Carolyn S. La Follette,
Ames Research Center

Earl B. LeMar, Chief, Acquisition Branch for Information Systems, at Ames Research Center, retired effective June 30, 2001, after 32 years of government service. Following a stint in the Navy and graduation from Sacramento State University, he immediately got an intern job with the US Army at Fort Ord, CA, doing “post, camp, and station procurement.” After working for the Navy and Air Force, he then joined NASA Ames. He went to the US Geological Survey for two years to manage a small branch then returned to Ames to become a branch chief. His entire government career has been in procurement, serving more than 17 years as a supervisor. The recipient of several awards over the years, the most recent one conferred was a NASA Honor Award Outstanding Leadership Medal. The citation reads: “In recognition of your outstanding acquisition leadership in support of the Ames Research Center’s Information Technology mission, and your ongoing commitment to the development of acquisition professionals.” He will be truly missed by all of us here in the Acquisition Division. His immediate plans are to stay in the Bay Area, work on his “honey-do” lists (his and hers), go fishing, and to resume light aircraft flying, with some lessons first.





People on the Move

GSFC: NEW HIRES – Welcome Kathy Tennant to AETD/STAAC Procurement Office; Brenda Brady to EXP/OFA Project Procurement Office; Sang Lee from Langley to ESO/ESSP/RSDO Projects Procurement Office; **FAREWELL** – Marlene Forster, Associate Chief, Procurement Operations Division, recently retired after 39 years of government service; Liz Aldridge left Goddard and moved to southern California with her husband and children. Liz's NASA career began at the Johnson Space Center. She later transferred to NASA Headquarters and then came to Goddard, where she has worked the last 10 years supporting OLS, Earth Sciences, and HST. We hated to see her go and really miss her. **CONGRATULATIONS** – Bill Bradley received his 30 year pin and certificate; Trina Haffelfinger received her 15 year pin and certificate (both are Contract Specialists for Small Purchase Acquisition).

HQ: Tom Sauret, of the Procurement Operations Division, has left HQ for a year long study at Harvard.

JSC: NEW HIRES – Jannette Reed to Procurement Policy and Systems Office; Rosalie Solis, Stacey Poole and Diana Gomez to Space Station Procurement Office; Cindy McLean, Julie Karr and Angela Swafford to Space Shuttle Procurement Office;

David McKay and Ashlie Wimberley to Space Operations Procurement Office; Jon Wood to Projects Procurement Office; and Michele Diefenderfer to Institutional Procurement Office

MSFC: NEW HIRES – Since June of 2000, MSFC Procurement Office has welcomed several new personnel from both Industry and other government agencies. Penny Battles joined MSFC from TVA Browns Ferry Nuclear Plant, Athens, AL. Penny has an MBA from the University of North Alabama and is currently supporting the Advanced Concepts & Engineering Team within the Space Transportation Support Department. Thelma Collins joined MSFC from the Army Aviation & Missile Command in Huntsville. Thelma attended Webster University in St. Louis, MO, and is currently enrolled at Columbia College. She is currently supporting the Shuttle Projects Team within the Space Flight Projects Support Department. Sherry Davidson joined MSFC from Chugach Management Services, Inc. Sherry has an MSCM from Florida Institute of Technology and a BSBA from Auburn University. She is currently supporting the Science Team within the Science and Center Operations Support Department. Melinda Dodson joined MSFC from the Army Aviation & Missile Command in Huntsville. Melinda has an MS in Management and a BS in Business Administration from the University of Alabama in Huntsville. She is currently supporting the Flight Projects Team within the Space Flight Projects Support Department.

Dan Fuller joined MSFC from the Army Aviation & Missile Command in Huntsville. Dan has a BA in Liberal Arts from St. John's College and a BA in Business Administration from Columbia College. Dan is currently supporting the Center Operations Team within the Science and Center Operations Support Department. Sam Gonzales, Jr. joined MSFC from the Army Aviation & Missile Command in Huntsville. Sam has a BS in Business Management from the Southwest Texas State University, and an MS in Human Resources management from Troy State University in Montgomery. Sam is currently supporting the Microgravity Team within the Science and Center Operations Support Department. Carol Greenwood joined MSFC from the Boeing Company in Huntsville. Carol has a BS in Business Administration from the University of Alabama in Huntsville and an MS in Contracts and Management Acquisition from Florida Institute of Technology. She is currently supporting the Institutional Services Team within the Engineering Support Department. Wayne Harmon joined MSFC from DCMA in Huntsville. Wayne has a BS from George Mason University in Fairfax and an MS from Webster University in St. Louis, MO, in Business Administration. Wayne is currently supporting the Policy & Review Team within the Policy & Information Management Department. Harold Jones joined MSFC from the Army Aviation & Missile Command in Huntsville. Harold has a BS in

The list of **People on the Move** only includes those names that were submitted to the *Procurement Countdown*. If you know people who should be listed in this column, contact your Center *Procurement Countdown* point of contact, or send the names to the editor, Susie Marucci, on (202) 358-1896, or e-mail at susie.marucci@hq.nasa.gov.

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Keeping It Simple

By Teresa Monaco, Glenn Research Center

Procurement is such a rapidly changing field. In processing the new contract for ISO audit services, we decided to use the regulations and some creative thinking to put a new twist on an old way of doing things.

In 1998 GRC issued the first generation ISO contract for the Agency. From an acquisition standpoint, the contract action was a great success. We incorporated all the current initiatives including CCI, Midrange, Performance Based Contracting, and Commercial Item acquisition. However, when the time came to process a follow-on contract, we wondered what could be done better. Our thought was there must be an even more efficient way to process the follow-on. We decided to try the Simplified Acquisition Procedures (FAR Subpart 13.5). The challenge, we felt, would be in convincing ISO managers of the Agency that a qualified source could be selected and a contract written as a result of a simplified acquisition. The resulting contract would provide for the foreseeable ISO requirements of the Agency and would also be open to other government agencies as well.

Since the service was considered to be a commercial item and the estimated dollar value under \$5M, we sensed a great opportunity to really take advantage of the current authority to use the FAR Subpart 13.5, Test Program for Certain Commercial Items, that allows the use of Simplified Acquisition Procedures (SAP). We based this recommendation

on the fact that this service was a perfect fit for the program. It was commercially available and the scope was well defined. Also, there were numerous qualified sources and the work was customarily done with catalog pricing and is performance based. It was felt this procedure would maximize efficiency and economy in the procurement process while minimizing the administrative burden and costs.

Developing the Statement of Requirements (SOR) was a difficult task. We decided to develop the SOR entirely from scratch. Included in this SOR were items that had not previously been ordered in the original contract, such as the Agencywide Quarterly Review, which provides for the contractor to present a summary of audit findings from the past quarter, trend analysis, and planned services. In addition, since industry practices changed significantly since the Agency's initial ISO certification effort, it was necessary to meet with industry and government representatives, and visit websites to learn more about the ISO 9001 and registration process.

Performance-Based Contracting terminology was used for the SOR, defining work in terms of output rather than "how" to do the work. Since ISO is an international standard, we included international requirements in the SOR, instead of only United States standards. This was a unique idea, since as a federal agency, many assumed that we would use United States standards. Accordingly, the

international requirement allowed vendors worldwide to bid on the contract, as long as they were members of a recognized international accreditation body.

We planned a fixed price and indefinite quantity order, which are two contract types allowable for commercial items. We wanted to allow flexibility in the Schedule of Supplies and Services. The indefinite quantity items were designed to allow the sites/centers to order additional services, such as auditor days.

An SF 1449, Solicitation/Contract/Order For Commercial Items, was used for the solicitation and award. Solicitation provisions (including the instructions to the offerors) and attachments were included in the SF 1449, and were removed upon purchase order award. The evaluation would be based on best value, and the evaluation factors would be technical, price, and past performance. Because we were using Simplified Acquisition Procedures, we did not have to state the relative importance assigned to each evaluation factor, and we were not required to use subfactors. We did not provide detailed information on what would be required technically. The offerors were free to provide any information necessary for us to evaluate their offer. There is ISO guidance for the recommended number of audit days based on employee count and other factors, so we were assured of having some uniformity in comparing proposal costs. Offerors could

submit product literature, and we did not include a proposal page limitation. Finally, offerors were told to use their best judgment in preparing their proposal.

Many of our ideas regarding the RFQ, SOR, Schedule of Supplies and Services, and evaluation process were new to our technical users. The NASA technical community was familiar with the Source Evaluation Board procedures, and did not understand SAP. To overcome all of this, we prepared written instructions to the evaluators on FAR and NFS requirements regarding the evaluation process under SAP, and informed them that Simplified Acquisition Procedures did not have complicated techniques found in other types of procurement.

Because all interested parties were not located at the same site (thirteen NASA sites/centers were involved), electronic methods, telephone, and fax were used to their fullest to communicate. Comments on the SOR were solicited from HQ and ISO center representatives using e-mail or telephone, instead of having everyone meet. We e-mailed the procurement schedule to NASA representatives so that they were informed of the progress of the procurement. Questions or comments from industry representatives were quickly posted on the web, so that all offerors had access to the same information. The evaluations were conducted using telephone, fax, and e-mail. By using this method, we believe we saved time and money, and

since all parties could review the information at their convenience, we think we also received a better product. On October 18, 2000, we awarded the order to National Quality Assurance, USA, only 33 days after proposal receipt.

Now that the order is awarded, we can see the benefits of careful planning. Other federal agencies have inquired about being included on the contract, and have praised us on our foresight, hard work, and knowledge of registrar activities. Since we now have one registrar for the entire Agency, ISO 9001 site/center representatives can exchange information, knowing there will be consistency in auditing philosophy across the sites/centers. Additionally, with the Agencywide Quarterly Review, we can identify trends among the sites/centers that should be addressed on an agency basis. White Sands Test Facility will use NQA for its ISO 14001 registration, assuring further consistency and eliminating duplication of work, since ISO 9001 and ISO 14001 have common elements to be audited.

This acquisition was an interesting and learning experience for all involved. It illustrated for us that the non-traditional procurement methods could work well for our requirements. If others have projects that they feel might be candidates for Simplified Acquisition Procedures, we encourage them to try it out. We would be happy to discuss our experience with them. You can contact me at (216) 433-8293.

Good IDEAS begin at Ames



Jeff Brown and Rhonda Baker, both Contract Specialists in the Acquisition Branch for Center Operations and Space at Ames Research Center, were selected to participate in an ARC training program entitled "Interactive Development of Engineers, Administrators, and Scientists" (IDEAS). This is a one-year residential training program that provides a unique opportunity for career growth and development that is available only to a small number of staff who have 18 months to 3 years experience at Ames and is designed to orient and accelerate the assimilation of newer employees into the Ames culture.

The IDEAS Program is aimed at better integrating new professionals into the workforce at Ames Research Center, creating a setting to network, share ideas, and gain knowledge and insight through a number of interactions with fellow professionals in a team building environment. Group members participate in brainstorming exercises, small group presentations, large group discussions, and group dynamics exercises. Additionally, senior employees participate in this program and serve as mentors, who share their experiences and provide information about the Center, its work, and values to help newer employees identify with Ames.

Jeff and Rhonda have been at Ames since January 1998. They are participating in Session VIII of the IDEAS program which began January 2001.

Procuring It Through GSA

By Lisa M. Harvey, Langley Research Center

Langley Research Center recently awarded a major service contract for Consolidated Information Technology Services (ConITS) utilizing GSA to get the job done! As a result of employee shortages, the concept of “better, faster, cheaper” becomes paramount. Currently, Langley’s IT services are provided through two contract vehicles: ODIN (which, of course, everyone is aware of) and ConITS, which was awarded by GSA on behalf of LaRC. ODIN provides general purpose desktop systems and support, while ConITS provides support for uniquely configured and highly specialized systems. In addition, ConITS provides a broad range of Information Technology (IT) services for business and scientific applications. These services include systems administration, systems maintenance, database administration, customer support, and development of new software and modifications to existing software. The value of the CPAF contract is \$183.8M for 8.25 years (1-year base with options).

This procurement was challenging and unique in many ways. It represented a consolidation of the majority of non-ODIN IT services previously provided under three separate contracts. Development in the IT world today seems to be happening overnight. With business and scientific computing becoming more aligned than in the “old days,” it made sense to consolidate these procurements. It

is expected that efficiencies, synergy, cost savings, economies of scale, and consistency in service will be the final result of the consolidation.

The ConITS procurement represented a significant challenge from several standpoints, particularly schedule. LaRC experienced difficulty getting the consolidated IT contract started because of problems in reaching a consensus on the acquisition strategy and because of Civil Service IT personnel shortages that were exacerbated due to the ODIN competition. However, the team did not accept a short procurement schedule as a reason to be complacent. The team managed to make effective use of CCI; extensively used electronic commerce; set a new standard of openness with industry; provided performance-based contracting training for the procurement users; and set up an efficient electronic process for handling tasks, complete with templates, samples, instructions, and representative metrics. This team looked past the award and also focused on making the contract administration efficient.

Some of the benefits utilizing GSA, combined with the acquisition streamlining techniques used by the ConITS evaluation team, are outlined below:

a. Consolidated Contracting Initiative: Rather than awarding a separate contract for our requirement, LaRC decided to use the GSA Millennia contracts for ConITS. Langley had good experience using the GSA Millennia contract on a

previous procurement, and it represented a perfect fit when considering scope, contract type, and the list of prequalified firms. In addition, the Millennia procedures would permit a streamlined evaluation and award. The evaluation was a team effort between GSA and NASA. NASA performed the evaluation of the Technical and Past Performance Factors and GSA performed the evaluation of the Cost Factor. The selection was made by GSA after consultation with NASA. GSA will serve as the Contracting Officer for the ConITS Task Order, but Langley will play a major role in administration of the Task Order effort. Both GSA and NASA found our collaboration to be extremely effective, and considered this procurement to be a CCI success.

b. Interface and Involvement of Industry: GSA does not require the use of draft solicitations under Millennia and the short lead-time for this procurement could have been used as an excuse not to provide one. Nevertheless, the team was committed to obtaining good competition for this consolidated procurement. Therefore, a draft Task Order Request (TOR) was released to industry and their responses were incorporated into the final TOR, where appropriate. Even though not required, a pre-solicitation conference was also held following the release of the draft solicitation.

In addition to an “open-door” policy maintained until the date of the final TOR release, a two-week Due Diligence period was established. During this period,

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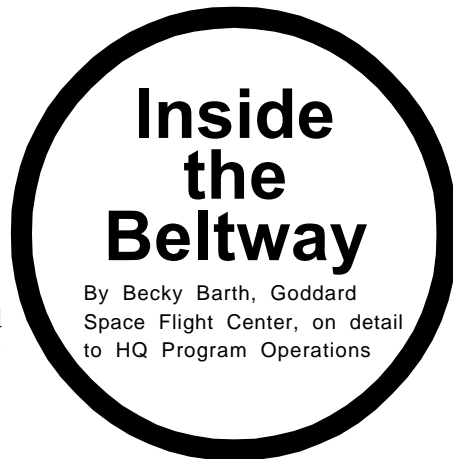
You wouldn't think that 17 miles would make such a big difference, but it does!

I came to Code H from Goddard Space Flight Center in May 2000 under the Agency's Professional Development Program (PDP). Since I am "local," I didn't have to relocate my family, but I did relocate my perspective. I came to Headquarters with a Center-oriented view of the world, and a Code Y center at that. For some time, I had thought it would be extremely useful from a career development standpoint for me to see what goes on elsewhere in the Agency. Up to that time, I had had lots of experience working on procurements for earth science programs but didn't have much of an appreciation for what life was like at any of the other centers or at Headquarters.

Since I've been in Code H, I have split my time between the Procurement Operations Division and the Analysis Division. In the Procurement Operations Division, I've participated in procurement management surveys and processed actions requiring HQ review. In January 2001, NASA collaborated with the Air Force to conduct a review of the Joint-Base Operations Support Contract (J-BOSC) at KSC. This was a chance for me to examine a program that is jointly run by the two agencies. It gave me a better appreciation for the unique challenges associated with combining into one cohesive plan two management approaches that have some fundamental similarities as

well as fundamental differences. I also attended acquisition strategy and procurement officer one-on-one meetings, which allowed me to see the decision-making process at work.

In the Analysis Division, I've worked in the Sponsored Research Business Activity (SRBA) on grants initiatives.



Since my background is in contracts, it was quite an enlightening experience to participate on some interagency committees designed to streamline processes for federal grantees in response to the 1999 Federal Financial Assistance Management Improvement Act. NASA obligates significantly more dollars on contracts than on grants, and it was an eye-opener for me that many agencies primarily award financial assistance instruments such as grants and cooperative agreements. In addition to meeting with other federal agencies on grants issues, I also attended meetings of several organizations that focus on strengthening the relationships of grantee organizations with grantors. In addition to attending local meetings such as the Federal Demonstration Partnership, I attended the annual

meeting of the Society of Research Administrators in St. Louis, and spoke at the National Summit on Grants and Contracts for University Research and Development in the spring. I also got to participate in General Sam Armstrong's webcast that focused on procurement matters. During the webcast I sat backstage to receive and research 'live' e-mail questions from participants before handing them off to Diane Thompson, SRBA manager and webcast monitor. That was my first experience in the tremendous planning effort that goes into a joint TV/Internet webcast production and all in all, I thought it was pretty neat!

When I met my fellow PDPers in the Class of 2000/2001, I found it not surprising that the majority had technical backgrounds. I participated in a number of training events associated with the PDP year, which have supplemented my Headquarters procurement experience and given me ample opportunity to get to know my classmates. Many PDPers are spending part or all of their PDP assignment here at Headquarters and I've learned a lot about what happens in their 'host' organizations at our shared experience sessions. As a class, we have received briefings from most of the Agency's Associate Administrators, who have shared an overview of the activities they are responsible for. Along with my fellow PDPers, I attended the congressional operations briefing offered by Georgetown University's Government Affairs last September as well as a December seminar offered

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A CLOSER LOOK:

Follow the Leader.....

By Ann Sharpe, Stennis Space Center

Have you ever been in awe of and inspired by someone you've never met? In pursuit of your own personal career path, have you ever felt that you kept bumping into the career of someone you didn't really know, but that you'd heard about for years? I have. Now I work for that person.

Several years ago when I began my first position with the government as a procurement clerk for Naval Oceanographic Office's Small Purchase Branch at the National Space Technology Laboratories (now known as the Stennis Space Center), I heard much talk about the person who'd held the position just prior to me. The conversations contained much admiration, respect and even a little tinge of envy. This small group was comprised primarily of young individuals who had always lived within the local area. From among their midst, here was a person who had the drive, ability, and ambition to seek out a brighter, more meaningful future. This individual was even brave enough to move away from her secure environment, leaving family, friends and even her office buddies, to relocate to a strange and foreign land – Orlando, Florida.

This was the first of many steps for Rebecca (Becky) Dubuisson, each becoming more pronounced as her career advanced.

Becky graduated from Delta State University with a BBA in Business Management. Armed with this degree, she entered the Navy's Civilian Intern Program with the Naval Materiel Command — first at Orlando, then in

Charleston, South Carolina. While in Orlando, Becky advanced her education with a Masters in Business Administration and her career as a contract specialist. Next, Becky moved on to serve on the Procurement Management Survey Team at the Naval Supply Center (NSC) in Charleston. At this time, Becky was part of a team that audited the various NAVSUP Field Offices, including our Navy contracts office. From Charleston, Becky transferred to the Naval Supply Systems Command (NAVSUP) Headquarters in Washington, DC, as a procurement analyst.

Over the years, those of us who remained at the Naval Oceanographic Office watched in awe as Becky moved around the country and upward with her career. She was a role model to many of us, and we took the initiative to enroll in night classes at the local college.

Eventually, with a college background, I stepped to the edge – applying for entry-level contract specialist positions with both NASA and with the Naval Research Laboratory procurement offices at Stennis. At this time, I learned that Becky had also applied for positions within the same organizations. Becky was hired by NASA-SSC as a procurement analyst. She moved back home to Mississippi; while I was at the threshold of my upward career climb as a contract specialist for the Navy.

Becky has made a great difference within the NASA-SSC Procurement Office with her varied background experiences and strong leadership abilities. She took on and

expanded the SADBUs office – reaching out to the local small and small disadvantaged businesses; holding conferences and other sessions for them; and encouraging and promoting their involvement with Stennis. This strong beginning is still reflected each year as Stennis continually exceeds NASA's goals in all socioeconomic areas. She was instrumental in aligning and advancing the organization of Stennis' Procurement Office as a whole, receiving many honors and awards in her positions of procurement analyst, senior contract specialist. Then she went on to be Deputy Procurement Officer of NASA-SSC's Procurement Office in 1997.

In the meantime, I myself learned to push forward and obtained my Masters degree as well as position of senior contract specialist with the Navy. Finally, having reached a stage in my career seeking change, I applied for a position with NASA-SSC in 1999. Becky was a member of the panel who interviewed me. This was the first time in all these years that I'd ever spoken with Becky. I was impressed with her friendly and genuine smile, as well as her humorous personality — making me feel at ease during the interview.

Now, two years later, we are still working together. Rebecca S. Dubuisson is now the Procurement Officer of our ever-growing and challenging Office here at Stennis. She is an inspiring leader and mentor to our entire staff.

Life & The Learning Curve: Jacklyn Norman

By David Culp, Kennedy Space Center

What happens when the Procurement Office determines that it is in need of more Contract Specialists and fewer Cost/Price Analysts? Well, the incumbent “Pricers” get another “learning opportunity.” And Jackie Norman had one of those opportunities beginning in February 1998.

Having grown up in Washington, DC, it was certainly no surprise that Jackie would pursue a career with the government. She began government service with the Naval Research Laboratory in Orlando, and eventually landed at NASA Kennedy Space Center in September 1990.

Jackie has spent the majority of her career in procurement and became a Pricer in March 1992. She was KSC’s nominee for Price Analyst of the Year for 1994, after preparing the cost analysis of the \$1.4B follow-on contract for Shuttle Logistics. But if you ask her about her pricing experiences, the most challenging ones were dealing directly with construction contractors. Most were small businesses that didn’t have much experience dealing with the government. Sometimes the interaction required teaching the contractors the basics of determining indirect rates and preparing proposals.

However, this challenge was nothing compared to the “learning opportunity” Jackie had under the category of “other duties as assigned.” During the absence of the NASA Associate Exchange Operations Manager, Jackie

encountered all aspects of project management in being responsible for the preparation, opening, and management of the KSC Child Development Center. Until a qualified candidate was selected, she performed independent management of the facility and acted in the capacity of the Administrator, which included responsibility for financial management, program planning, personnel staffing, employee and parent conferences, construction/maintenance scheduling, and communication installation and training. During this period Jackie had to address security issues, complaints, and concerns.

If you ask her what she learned from this experience, Jackie will be the first one to tell you she learned a great deal about what it would take to start a business, but she wouldn’t recommend Child Care. By the time the KSC Child Care facility acquired an Administrator, Jackie was grateful to get back to the Procurement Office and Pricing.

When the time came to transition from Pricing, it seemed like culture shock since the duties of a Contract Specialist are more diverse – and sometimes more trying. But, just as her current supervisor in the Mission Support Office counseled, Jackie discovered she had more knowledge about the job than she realized.

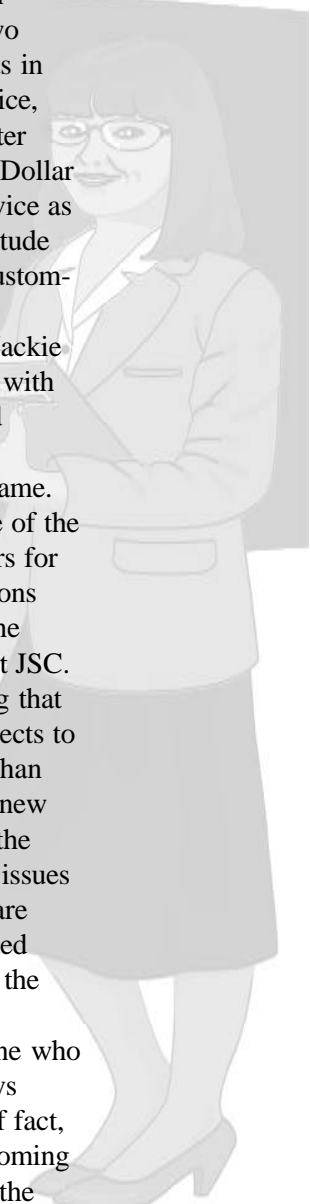
Before much time elapsed, Jackie was preparing solicitations for Best Value Midrange procurements, and was subsequently KSC’s nominee as Midrange/Commercial Person of the Year for 2000. She received these honors after awarding contracts for the Main Console Enclosures and the Test Conductor Console

Enclosures in the Firing Rooms, and for the Infrared Hydrogen Fire Detection Cameras. Along with two other Contract Specialists in the Mission Support Office, she received a KSC Center Director’s Gold Quality Dollar award for Customer Service as a result of their team attitude and a team effort with customers.

Just about the time Jackie was getting comfortable with the job requirements and responsibilities, another “learning opportunity” came. Jackie now serves as one of the KSC Contracting Officers for the Space Flight Operations Contract, in support of the Space Shuttle Program at JSC. She’s rapidly discovering that there are many more aspects to contract administration than the FAR explains. This new challenge brings with it the opportunity to deal with issues about the Shuttle hardware itself, and Jackie is excited about being this close to the missions.

Jackie will tell anyone who asks that she really enjoys learning. (As a matter of fact, she got her MBA after coming to NASA.) But with all the “learning opportunities” she has had in Procurement, she’s beginning to wonder if she should start keeping this a secret.

Even though she and her husband Jim (who also works at KSC) border on being workaholics at times, they have plenty to keep them busy at home. They ride horses and entertain their 3-year-old grandson as often as possible.



WHAT'S IT ALL ABOUT:

The NASA Management Office at JPL – Diverse Acquisition Experience in an Essential Office

By Suzan Moody, NASA Management Office

So, is it JPL or NMO? It can be confusing. Sometimes everyone refers to the entire operation out here as JPL, but that's only part of the story. The NMO is the on-site federal representative overseeing the management of the prime contract with the California Institute of Technology (Caltech) for the operation of the Jet Propulsion Laboratory (JPL) – NASA's only Federally Funded Research and Development Center. JPL is a Government-Owned-Contractor-Operated facility, with Caltech as the contractor. JPL is frequently treated as a NASA Center. The NMO plays a very important part in the running of JPL. The NMO consists of three main divisions: The Director's Office, the Technology Transfer Section, and the Contracts Management Section. The NMO is staffed by only 25 NASA civil servants. These civil servants are a field element of NASA Headquarters, Code S (Office of Space Science). The Space Science Enterprise's mission is: "Discover how the universe began and evolved, how we got here, where we are going, and whether we are alone."

The Director's Office

Dr. Robert Parker has been the Director of the NMO for nearly four years. Dr. Parker has had a long career at NASA including as a former astronaut. Dr. Parker has also served in various leadership capacities at NASA Headquarters, including Director of the Spacelab and Operations Program and Manager of the Space Operations

Utilization Program. Dr. Parker earned a doctorate in Astronomy from Caltech.

Dr. Parker's responsibilities include representing NASA's interests to senior JPL and Caltech officials; providing leadership and coordination of NASA's efforts for the JPL Performance Evaluation; and performing managerial tasks for the NMO including organizational management, personnel management, safety and health requirements, and the development and budget of resources. The NMO Director's Office also includes management of the Discovery Program, Property Management, Security, and Environment divisions.

Tech Transfer

The NMO Technology Transfer Section's goal is to commercialize Aerospace Technology for use on Earth to improve the economic base of the country. This section also provides technical review for reimbursable task orders placed on the JPL prime contract and manages the Small Business Innovative Research program.

Carl C. Weber is the NMO Procurement Officer and is an employee of the NASA HQ Office of Procurement. Carl was recently promoted to this position from JSC. He leads the government team for periodic prime contract negotiations; ensures compliance with contract terms and conditions (accounting, procurement systems, audit resolution); serves as the Cognizant Government Contracting Officer for the

prime contract and JPL business system surveillance; and serves as the supervisor of the NMO Contracts Management Staff (CMS).

CMS

The CMS responsibilities include awarding task orders on the prime contract, performing contract administration, providing consent to JPL subcontracts, administering the award fee process, performing audit liaison functions, and contract close-out. This prime contract is a five-year, cost-plus-award-fee contract that is estimated at +\$1 billion per year. The CMS is both the "Procuring Contracting Officer" and the "Administrative Contracting Officer" for JPL, which includes formulating and negotiating the prime contract in addition to monitoring contract performance. Since the prime contract was awarded in September of 1998, the CMS has issued over 5,400 task order actions, ranging in value from \$2K to \$800M. A new contract is awarded every five years and requires 2 years of negotiations and preparation. The NMO also awards and manages a number of other contracts involving the Deep Space Network, the Lunar Planetary Institute, and grants with universities. Additionally, the NMO is delegated local contract administration for the Consolidated Space Operations Contract for the Goldstone facility.

The variety and complexity of the CMS workload is

quite astounding considering that it is handled by a small contracting staff. This staff consists of only five Contracting Officers (Angel Castillo, Robert Democh, Kathleen Huddleston, Doe Huff, and Veronica Stickley), three Contract Specialists (Dave Foxton, Pamela Jackson, and Suzan Moody), a Procurement Assistant (Lydia Casarez), and the Procurement Officer (Carl Weber). Together, the CMS is a close-knit group of acquisition professionals, with over 160 years of combined acquisition experience.

The People

Work assignments at the NMO offer a unique blend of acquisition experience. *Angel Castillo* is most enthusiastic about his current assignment involving the implementation of NASA's International Agreement with the Government of Australia for the operation of the Tracking Station at the Canberra Deep Space Communication Complex. This project is particularly interesting because of the challenges in structuring and negotiating an international contractual arrangement. *Robert Democh* serves as the Contracting Officer for the Mars program and works with JSC on the Consolidated Space Operations Contract. Bob is also the NMO's ISO 9000 guru. *Kathleen Huddleston* has skill in Information Technology contracting, and manages the JPL Research and Technology Operating Plans. *Doe Huff* specializes in JPL procurement

policies and procedures, small business initiatives, and facility contracting. *Veronica Stickley* is an experienced acquisition manager with extensive knowledge of the direct task order process. *Dave Foxton* monitors JPL with regard to labor laws and subcontracting processes. *Pam Jackson* had a distinguished career with the DCMC prior to coming to NASA and serves in a variety of contract administration functions including contract closeout and reimbursable task order contracting. Pam has a broad knowledge of computer systems and is monitoring the development of new software programs. *Suzan Moody* works in Policy and negotiates with JPL on NASA policies relating to risk management and environmental executive orders. JPL's dual status as a center and contractor creates innovative challenges for contracting policy. Suzan also serves as the Audit Liaison Representative and processes Reimbursable Task Orders. *Lydia Casarez* is the CMS's indispensable Office Manager. Lydia has a wide range of talents including designing the new NMO web page. Lydia is a recent recipient of a NASA Headquarters Secretary/Clerical Award for Exceptional Administrative Support.

NMO plays a vital function at JPL. In turn, JPL supports the Office of Space Science by being the lead US center for the robotic exploration of the solar system. JPL's activities embrace the operation of Solar System Exploration, Earth Sciences,

Astrophysics, and Deep Space Networks. In 2000, JPL had a workforce of about 5,000 employees and on-site contractors, and an annual budget of approximately \$1.315 billion.

Dr. Charles Elachi became the new director of JPL in May of 2001. JPL's customers include NASA HQ, NASA centers, other Government sponsors, and commercial entities. NASA funds about 96% of JPL's budget. The NMO is co-located with JPL at a 177 acre site at the foot of the San Gabriel Mountains near the Rose Bowl in Pasadena, CA. JPL is located near the city of Los Angeles. To learn more about JPL, please consult the JPL web site at: <http://www.jpl.nasa.gov/>.

Inside the Beltway

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locally by two UCLA professors on innovation and creativity in the workplace. Most recently, we participated in training on strategy development in large organizations at the Army War College in Carlisle, PA, which incorporated analysis of the effects of strategic decisions during the Battle of Gettysburg.

All in all, I've learned a great deal more about the Agency's procurement and non-procurement activities as a result of my experience at Headquarters. The greater our understanding of the specific challenges facing other organizations, the better we will be able to break down barriers to effectiveness.

Integrated Financial Management Program and the Procurement Professional

By Michael McCarty, Kennedy Space Center

Mention the Integrated Financial Management (IFM) Program to someone in NASA procurement and see what the reaction is! It may range from an expressionless deer-in-the-headlights look (like where are you going with this) to a look of impatience (like I've got somewhere else to be).

One thing is certain, IFM will affect every NASA procurement professional and, most likely, more than once. By now, almost everyone in procurement has at least heard the acronym IFM. Most of us know something is coming: some may actually know what the something is, many may erroneously think that whatever it is, it is only for NASA accountants; others may not have any clue at all as to what IFM is!

The Old

Until little more than a year ago, the IFM Program strived to satisfy a wide array of NASA's business requirements all at one time – "the big bang approach." The effort was far-reaching and included teams for procurement, finance, travel, budget formulation, time and attendance, and an executive information system. It ended in the spring of 2000 and is referred to herein as the "old" team.

About two years ago, when the old IFM Procurement team was looking for contract specialists to participate in the testing of the procurement software, I have to admit that I kept my head down and tried not to make eye contact! Then, hearing that testing would occur at MSFC and

it would be during the summer, I volunteered for the good of the Agency! It was only supposed to be a three week tour, but you know how that goes!

For three weeks in the summer of 1999, a group of Agencywide NASA procurement people ran simulated procurements on newly configured software. I wish we had videos! This testing provided great insight into the shortcomings of



the software! Viewing myself as a somewhat creative contract specialist, with the ability to crash any software to which I am exposed, this turned out to be a great experience. That was how I met Sheryl Goddard (HQ), Procurement Team Lead; Jane Maples (MSFC), Deputy Procurement Team Lead; and their impressive Agencywide team. I also periodically met some other interesting characters who spoke a different (non-procurement) language and soon learned they were accountants who were simultaneously trying to implement the other (finance, travel, budget, and time and attendance) portions of IFM.

As history shows, we continued to test the software over the following several months. During my trips to

MSFC over those months, I witnessed the heroic efforts of Sheryl, Jane, and their procurement team, as well as the other groups. I saw them labor tirelessly to make the software work, and I did what I could to help. The software never worked right despite their efforts, hard work, heartache, and pain. As a result, in the spring of 2000, work was stopped on the old IFM "big bang approach."

The New

Immediately after the old IFM was stopped, the new IFM was re-planned and initiated as a modular approach. Rather than a single comprehensive approach, the new IFM Program identified 14 modules to be carried out as projects incrementally and each piloted at a specific center prior to roll-out to the Agency. At least two of these projects will be familiar to NASA procurement professionals. They are the Core Financial Project, located at MSFC, and the Procurement Management Module Requirements Team led by Steve Miley of NASA Headquarters Code H. Examples of other IFM projects include time and attendance, budget formulation, payroll and logistics, as well as pathfinder projects such as résumé management and travel management. Further information on the IFM Program, as well as projects that have been initiated, can be found at: <http://www.ifmp.nasa.gov/>

Core Financial Project (Purchasing) vs. Procurement Management

The IFM Program determined that the Core Financial Project would be the system backbone for IFM and needed to be initiated immediately. Procurement Management on the other hand, while very important to the Agency, was asked to wait its turn.

The Core Financial Project was quickly formed at MSFC and requirements were drafted to enable an acquisition of commercial software from GSA's Federal Supply Schedule. (Procurements are always done in a hurry, right?)

After we stopped work last spring on the old IFM, I knew NASA was re-planning what to do next, but I thought I wouldn't hear anything about IFM for at least a little while. I was wrong! Within a month of ending the previous effort, my old MSFC friend, Jane Maples, Deputy Procurement Team Lead on the old IFM, was now the Team Lead for the new Agencywide Core Financial Purchasing Team and needed people to help write requirements. I felt I couldn't refuse when I discovered the location of this requirements drafting effort was going to be at my home center, Kennedy Space Center.

The Core Financial requirements include capabilities for purchasing, as well as budget execution, cost management, accounts payable, and other areas very special to

CFOs. In writing the purchasing requirements, the Agencywide team had to navigate what to include in Core Financial Purchasing versus what to leave for Procurement Management.

Core Financial requirements naturally include capabilities to capture obligations that our Contracting Officers frequently make since the software will record the financial impacts of these obligations. The scope of Core Financial also includes purchase requisitions, since that is where the financial impacts related to commitments are recorded. These were the purchasing requirements easiest to determine as appropriate for commercial Core Financial software. Other requirements, such as end-to-end bankcard functionality, were included in the scope of Core Financial, but conspicuously absent were document generation system (DGS) requirements, such as solicitation and contract writing tools so desperately needed by many centers. Market research showed that DGS requirements were not accommodated in commercial Core Financial software. Therefore, it would need to be covered by a subsequent IFM Project, Procurement Management. Also awaiting Procurement Management will be NF 507s. While some procurement data elements will be captured in the Core Financial software, many will not. So, while the Core Financial software will capture every obligation amount, small or large, incurred by a Contracting Officer or bankcard holder, the

extent of generating documents and capturing/reporting NF 507 data will be very limited.

Core Financial Implementation

In September 2000, NASA selected SAP Public Sector and Education, Inc. of Washington, DC, to provide their commercial Core Financial software. SAP has an extensive customer base with 12,000 customers currently using its software. Only two months later, MSFC selected Accenture, which has more than 750 successful SAP implementations to its credit, as the Core Financial Project's Implementation Contractor. The message here is that NASA now has proven software and a proven implementation contractor. But remember, IFM is not about software, it's about positive changes in NASA's business and administrative processes that will provide better information for decision-making.

Your Agencywide Core Financial Purchasing team, including Accenture members, has been diligently molding our processes to leverage the capabilities of the commercial software, what insiders call "Agency Design!" Does the software accommodate all of our current procurement processes? Absolutely not. Will we change our processes? Absolutely yes as we want to take advantage of the capabilities and business process best practices offered by the software.

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AIA Assignment

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centers seem like a stroll in the park!

I spent a fascinating year learning about launch vehicles and range policy - the closest I'm ever going to come to being a rocket scientist. But more important than the job specific learning, I got to see another side of our industry. I got a different perspective on how things work in Washington.

One thing that surprised me, AIA makes no political or other contributions to candidates, parties or other causes. As I said, their role as a trade association is to represent their members' views on matters of public policy - both national and international. For that reason, this makes them a valuable resource when trying to determine what the "industry" position is. If there's a proposed policy or rule, a report or other project where industry input is desired, comment from AIA will represent an industry consensus view that's been vetted through their member companies. I saw by working the process myself, that the consensus position is likely to be significantly different than the position I might conclude is the "consensus" from reviewing submissions from several different individual companies. Essentially, AIA gets industry members to think in terms of a collective industry position versus what position is best for their individual companies. This "cat herding" function can be a big help to the government when soliciting industry views on business and procurement policies and practices.

Understanding Both Sides

There is significant overlap of government and industry interests. For instance, one of AIA's "Top 10" issues is to increase government R&D spending. While there, I worked with NASA officials to identify areas of research which are currently underfunded. I also helped develop a case for returning control of satellite exports to the Commerce Department after Congress transferred export licensing to the State Department following the incident of possible technology transfer to China. The impacts of this policy change have had widespread negative economic and scientific repercussions. Many of the horror stories of how this has negatively impacted international collaborative research come from NASA investigators.

There was another eye-opening experience. As a political science major, I naively believed that legislation is actually drafted by congressional staffs and committees. Well, some of it is, but in fact, a good portion of public policy legislation is drafted by trade associations who then find a congressional sponsor for their bill. A couple of good examples of industry generated legislation are The Spaceport Investment Act, and some of the recent export control legislation.

In June of 2000, Congress passed legislation establishing a Commission on the Future of Aerospace. The amendment to the Defense Authorization Act was sponsored by Senator Joe

Lieberman. What I found fascinating is that establishing this commission is the work of AIA. John Douglas, President of AIA, saw a need to increase the national focus on space and decided a commission would be an effective method to focus the new administration on aerospace issues. AIA then wrote the legislation proposing the commission, built congressional support for it, and developed a roster of potential commission members and a short-list for the commission head. Position papers and background packages were developed to provide to the commission once it's formed. Not the way I learned it is in school - another bubble burst.

The Real World

Not only did I find that the "real world" is very different from what I learned in school, it's also different from what I learned here in the government. At NASA, I believed that conflict of interest "protections" are unquestionably good. Given the opportunity to be privy to discussions concerning possible political appointments, I found that many of these "protections" do nothing so much as limit the leadership genepool. Now, I see it as a common form of governmental over-regulation. One or two high profile negative events and we wind up in over-reaction overdrive and end up with legislative remedies that create bigger problems than they solve.

I also got a different perspective on government

“leveraging” strategies. For the last decade or more, NASA, DoD, and other government agencies have seen their budgets shrink. In an attempt to mitigate the impacts of static or shrinking budgets, we in the government come up with strategies to get industry to partner with us – share the costs – in an effort to leverage our dollars. Unfortunately, if our federal budgets are shrinking, our contractors are earning less because there’s less business to go around. Consequently, there are fewer corporate dollars available for

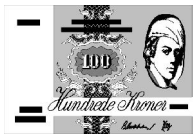
independent R&D. We try to leverage our funds at a point in time where the aerospace industry is least able to afford it. I’m not saying leveraging is a bad thing or that we shouldn’t attempt it. Share the pain! But I certainly have a better understanding of the cost and impact of that strategy on industry. If we ever return to boom times in federal spending, THAT would be the time to maximize our dollars by leveraging.

I think the opportunity to work on the industry side of the space business has given me an invaluable perspective. It’s one

thing to know intellectually that there are two sides to every story and quite another to live on the other side of the story for awhile. I give AIA high marks for their openness and candor. I think working with a not-for-profit organization with an industry-based perspective rather than individual company-based perspective was a big plus. Nonetheless, I believe the chance to work with industry in any of the fellowship or development programs out there is a wonderful and rewarding opportunity. Don’t miss it!

HQ Review and Approval of Foreign Suppliers

In order to assure foreign participation in NASA programs is carried out in accordance with applicable rules and regulations, Headquarters will be involved in



most of these arrangements as they arise. Since possible foreign interest in the full range of broad agency announcements and competitive procurement solicitations are not predictable in advance, issues such as export control, Buy American, or “no exchange of funds” might not be identified - and review and approval may not occur - until the proposal evaluation phase of a competitive project.

However, as soon as a foreign interest is identified, it is important that all parties understand any potential constraints on



participation.

Of course, not all foreign entities are treated equally, and the concerns and variety of potential relationships cannot be summarized here. But introductory and further reference information on international transactions is available from the International Acquisition and



Assistance Mentor, <http://www.hq.nasa.gov/office/procurement/iaam/index.html>.

Because of associated risks,

Headquarters Code I reviews all foreign participation in grants and cooperative agreements and all procurements over \$100,000. Specific clearance procedures are described in NPG 5800.1 #1260.12(e)(3) and NFS 1835.016-70, 1872.306 and 1872.504(c) for Broad Agency Announcements, grants, and



cooperative agreements; and NFS 1825.7002 for contracts. Generally all such actions are submitted through Code HS, Program Operations Division. For more information, contact Patrick Flynn at patrick.flynn@hq.nasa.gov or (202) 358-0460.

People on the Move

(continued from page 3)

Management from Alabama A&M University in Huntsville. Harold is currently supporting the Center Operations Team within the Science and Center Operations Support Department. Terry Jones joined MSFC from MEVATEC Corporation in Huntsville. Terry has a BS in Business Administration from Athens State College and an MS in Management from UAH. Terry is currently supporting the Information Technology Systems Team within the Policy & Information Management Department. Emily Kendall joined MSFC from the Department of Defense in Wiesbaden, Germany. Emily has a BA in English with a minor in Business Administration from Huntingdon College. She is currently supporting the Center Operations Team within the Science and Center Operations Support Department. Bob Martin joined MSFC from the Defense Contract Administration Command. Bob has a BS in Business from the University of Alabama and an MBA in Management from Samford University, Birmingham, AL. Bob is currently supporting the Flight Projects Team within the Space Flight Projects Support Department. Jennifer McCaghren joined MSFC from Xontech, Inc. in Huntsville where she was a Senior Contract Administrator. Jennifer has a BS in Business Administration from Auburn and an MS in Acquisition & Contract Management from FIT. She is currently supporting the Technology Development Projects Team within the Space Transportation Support Department. Kim Newman joined MSFC from the

Military Traffic Management Command in Alexandria, VA. Kim has a BS in Business Management from the University of Maryland, an MS in International Relations from Troy State University, and a Master of Business Administration from the University of Montana. Kim is currently supporting the Technology Development Team within the Space Transportation Department. Dennis Parton joined MSFC from the Army Aviation and Missile Command. Dennis has a BA in Business Administration from Columbia College in Columbia, MO. Dennis is currently supporting the Science Team within the Science and Center Operations Support Department. Paul Pickett joined MSFC from the US Army Corps of Engineers in Huntsville. Paul has a Bachelor of Business Administration from Mississippi State University with a double major in General Business and Marketing. Paul is currently supporting the Technology Development Team within the Space Transportation Support Department. Edgar Sanchez joined MSFC from the Army Aviation and Missile Command. Edgar has a BA in Management from the University of Houston-Victoria, TX. Edgar is currently supporting the Center Operations Team within the Science & Center Operations Support Department. Jennifer Simmons joined MSFC from the Army Aviation and Missile Command. Jennifer has a BS in both Management and Marketing from the University of North Alabama and also has a Masters of Business Administration from

Alabama A&M University. She is currently supporting the Structures, Mechanical & Thermal Team within the Engineering Support Department. Stephen Stewart joined MSFC from a teaching position at Bob Jones High School. Stephen's previous experience includes contract specialist responsibilities with the US Army and other space-related industries. Stephen has a BA in Education from Texas A&M University and an MBA from Florida Institute of Technology. Stephen is currently supporting the Microgravity Team within the Science & Center Operations Support Department. Calvin Tubbs joined MSFC from the Defense Supply Center Columbus. Calvin has an AA in Business Administration from Concordia College, and a BS in Business Administration from Alabama A&M University. He is currently supporting the Technology Development Group within the Space Transportation Support Department. Terry Ware is a former contract specialist with MSFC who has returned after ten years as a Mom and a preschool teacher. Terry has a BS in Business Administration from UAH. Terry is currently supporting the Avionics, Engineering Systems & Materials Processes & Manufacturing Team within the Engineering Support Department. Lee Whalen joined MSFC from the CAMBER Corporation. Lee has a BA in Business Administration from Columbia College and an MS in Contract Management from

FIT. Lee is currently supporting the Advanced Concepts and Engineering Team within the Space Transportation Support Department. Terry Wilkinson joined MSFC from the Defense Contract Management Agency, Huntsville. Terry has a BA in Business Administration/Management from St. Leo College. Terry is currently supporting the Technology Development Projects Team within the Space Transportation Support Department.

NMO: FAREWELL – Daniel W. Bromley, NASA

Management Office (NMO) Price Analyst, retired on May 30, 2001 after 11 years with the NMO. Dan had over 30 years of government contract price analysis/audit liaison/contract closeout experience. Dan is currently working in Audit Relations for the Los Angeles Metropolitan Transit Authority.

SSC: NEW HIRES – Rob Harris who joins SSC as a contract specialist from the Air Force Material Command in Ohio.

FAREWELLS – All the best to Harold Taulbee and Jerry Misch, both of whom retired recently. Harold was contracting officer

and Team Lead, Operations Contracting Division. He had overseen landmark contracts for SSC since his arrival from the Corps of Engineers in 1986. Jerry primarily supported our construction contracting requirements and had been with NASA-SSC since 1982. They are both missed.

CONGRATULATIONS – Sue Dupuis on her selection as Team Lead, Support Services Contracting Division; Ann Sharpe on her promotion to a GS-13 Senior Contract Specialist. We also congratulate Teri Jackson, contract specialist, who has just received her Master's Degree in Business Administration.

IFM

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In June 2002, MSFC, the Pilot Center for Core Financial, will be the first center to cut-over to SAP. The remaining centers will follow suit within 12-18 months of MSFC's implementation. Future articles will provide more details related to IFM's Core Financial and the Procurement Management projects.

To learn more about the IFM's Core Financial and Procurement Management Projects, contact your Center's procurement representative(s) shown at right or visit the IFM websites (IFM Program at <http://ifmp.nasa.gov/programoffice/program.html> and IFM Core Financial Project at <http://corefinancial.ifmp.nasa.gov/>).

IFM Program Procurement Office Representatives

Core Financial Project – Purchasing (CFP); Procurement Management (PM)

ARC – CFP: Marie Dorish, Lynn Thomas; PM: Christine Munroe Lela Stawicki

DFRC – CFP: Robert Greco; PM: Robert Greco, Brian Bowman

GRC – CFP: Doreen Medzi, Mary Lou Guthrie; PM: Tom Palisin, Bruce Shuman

GSFC – CFP: Rosa Acevedo, Nancy Lockard, Dean Patterson; PM: Rosa Acevedo, Nancy Lockard

HQ – CFP: Steve Miley, Core Financial Steering Committee Rep; PM: Steve Miley, Process Team Lead

JSC – CFP: Karon Cox, Jim Hyde; PM: Karon Cox, Jim Hyde

JPL – CFP: Kate Wolf, Pamela Jackson; PM: Kathleen Huddleston, Pam Jackson

KSC – CFP: Michael McCarty, Carol Cowen; PM: Judy Ross, Marilynn Nelson

LaRC – CFP: Todd Lacks, Sandy Ray; PM: To be determined

MSFC – CFP: Jane Maples, Process Team Lead, Terry Jones; PM: Jane Maples

SSC – CFP and PM: Ann Sharpe

Procuring Through GSA

(continued from page 6)

many prime contractors and subcontractors met the current government task monitors to obtain information about the requirement. A common set of ground rules for this open door and Due Diligence period was provided to all interfacing government personnel to avoid problems. In addition, a web site providing information regarding the Center and incumbent contracts was made available to the Millennium contractors. These “open-door” techniques resulted in good competition.

c. Oral Proposals: Oral proposals (videotaped too!) were used for most of the technical proposal. The use of oral proposals was an effective way to receive proposal information, and gave the team the opportunity to observe the proposed Key Personnel.

Because the Millennium contractors were pre-qualified by the GSA, the team was able to focus only on areas where they might find important discriminators.

d. Early Receipt of Past Performance Data: The team decided to request the Past Performance proposals two weeks ahead of the rest of the proposal. Although not all offerors responded early, it still allowed the team to make progress in the evaluation before the oral proposals which helped to expedite the process.

The evaluation team operated with only 6 voting members. A limited number of expert consultants were utilized in certain focused areas, such as IT Security and ISO compliance. The number of days from receipt of proposals to award was 68 days!

A final and large benefit associated with the GSA Millennium procurements is that they are not protestable.

Overall, this was a very good experience. Coordination with GSA worked very well for LaRC and for GSA. Working with GSA has proven to be a valuable teaming arrangement for both organizations. We have been very fortunate in dealing with GSA. One of the best things that has developed from this procurement is the relationship that has developed with GSA. The team that we work with are real pros and very customer oriented. They have even sent invitational travel orders to LaRC for an OP manager to come make a pitch to GSA about LaRC’s mission and projects. This is just one example of how customer-oriented they are. At this point, we touch base with each other on a weekly basis making sure everything is progressing as planned. This was a very good experience and is recommended for centers looking for a creative way of procuring IT services.

Oops!!! Center Procurement Awards

We inadvertently omitted Gayla C. Warren from the Center Procurement Awards in the last issue. Gayla was the MSFC Procurement Support Person of the Year. Sorry for the confusion.

Procurement Countdown

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