

National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001



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TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Deputy Administrator

SUBJECT: Implementing NASA's Procurement Tenets

NASA faces immense challenges over the next several years and must meet them with a fiscally-constrained budget. Some of these challenges are maintaining operations of the Space Shuttle and the International Space Station, continuing to perform valuable scientific and aeronautics research programs, and bringing the Constellation program to an operational capability as soon as possible. One of the areas we sometimes overlook in meeting these challenges is the fundamental role of procurement. NASA spends approximately 85 percent of its budget acquiring goods and services each year, which all go through procurement.

The enclosed Procurement Tenets are a set of principles defining a NASA way of doing business with an emphasis on procurements. The objective is to increase NASA's buying power. The tenets should be applied as early as possible during the development of strategies and requirements for NASA acquisitions. These tenets are written at a top level so that each office overseeing an acquisition has the flexibility to implement the appropriate strategy based on the circumstances (requirement, marketplace, capital investment, transition time and costs, and time required to complete the work). These tenets apply to the entire acquisition process, from strategy development through contract management to closeout.

The Procurement Tenets set a new framework of doing business for NASA. In some cases, they may require culture changes, but the rewards will be worth the effort. The tenets apply to all NASA personnel involved with the planning and management of NASA contracts. I endorse the enclosed tenets and want you to begin applying them. If you have questions about the tenets, please contact Bill McNally, the Assistant Administrator for Procurement. His e-mail address is william.p.mcnally@nasa.gov.


Shana Dale

Enclosure