ELMT BUSINESS CASE COMPLEXITY

The timely and accurate analysis involved in the Business Case process has a direct correlation with ELMT’s effort toward securing cost effective and best value software licensing agreements for the Agency’s benefit. The information that is collected from Business Cases, serves to inform and influence decision makers concerning whether or not the ELMT should proceed to the acquisition process in an effort to secure a software agreement. ELMT developed business cases typically consist of the following content:

- Original Equipment Manufacturer (OEM) data: This information typically consists of a brief company profile that includes the history and a listing of product and service offerings relevant to the customer request form. It also includes a listing of current NASA customers, vendor contact information, and other federal government customers.
- 508 Compliance Status: Typically include market research that addresses whether or not the Vendor offers products and services that are 508 compliant or support assistive technologies.
- OEM and/or Value Added Reseller (VAR) Availability and Size Status: Vendor typically provides a list of VARs that resell their product and what the business size status of the VAR. If the OEM only sells direct, the OEM provides validation of the distribution status. Additionally depending upon the VAR availability, additional source justifications may be required (i.e., Brand Specific Justifications, Limited Source Justifications, Justification for Other Than Full and Open Competition (JOFOC), etc...).
- Customer Points of Contact (POCs): ELMT request that the OEM provide a listing of the NASA contacts at the participating Centers if the initial customer requestor was unable to provide this information.
- License and Product Consumption: the ELMT typically request the OEM to provide a listing of the current license density and current spend (i.e., what a Center has expended in funding to procure the product or service) broken down by Centers. The ELMT also request license density from the NASA POCs that are produced from the OEM or the customer requestor. The ELMT validates the OEM provided density with the NASA POCs for accuracy prior to inclusion into the business case.
- Available Government Contract Vehicles: ELMT conducts research to determine whether or not the software can be procured through existing government contract vehicles (i.e., SEWP, GSA, or other GWACs).
- Software Requirements: ELMT coordinates with the NASA POCs to capture an initial set of macro level requirements that assist in shaping the potential scope and type of contract vehicle for the base year and option year period.
- Funding Source: ELMT attempts to identify the type of funding source for a possible procurement (e.g., single source versus multiple sources).
- Contract Type: the ELMT suggest a contract type or types that are derived from the software requirements and funding source(s).
- Alignment of Periods of Performances (POPs): ranges from no alignment of period performance are required to multiple POPs are required to be coterminous.
The content above constitutes the basis of the software Business Case; however the time necessary to complete the business case can be impacted by the complexity of researching and developing the content. In developing the Business Case, the ELMT has three levels of complexity that influence the time and effort in gathering the market research and crafting the Business Case. The three levels of Business Case complexity include low, moderate and high complexity. The table below illustrates the varying degrees of complexity that are impacted by the level of effort to gather and refine the content and the timeframe that it may take ELMT to produce the actual business case:

<table>
<thead>
<tr>
<th>Business Case (BC) Content</th>
<th>Low Complexity</th>
<th>Moderate Complexity</th>
<th>High Complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEM Data</td>
<td>Most of the data is provided by the requesting organization; requires minimal market research and coordination with the OEM to refine</td>
<td>Some of the data is provided by the requesting organization; requires additional market research and coordination with the OEM to refine</td>
<td>Little to no information is provided by the requesting organization and requires additional market research and coordination with the OEM</td>
</tr>
<tr>
<td>508 Compliance</td>
<td>Electronic and Information Technology Accessibility is easily verified</td>
<td>Electronic and Information Technology Accessibility requires additional research to verify</td>
<td>Electronic and Information Technology Accessibility is not easily verified or is found to be non-compliant and requires waiver per NASA Procurement Information Circular 05-01</td>
</tr>
<tr>
<td>OEM/VAR Availability and Size Status</td>
<td>VARs availability and Size status is provided and easily validated; no source justification are required</td>
<td>VAR availability is not provided and requires additional market research and/or communication with the OEM; minimal source justifications are required</td>
<td>OEM is the only distributor of their product and may require additional source justifications</td>
</tr>
<tr>
<td>Customer POCs</td>
<td>Easily obtained from requesting organization and/or OEM</td>
<td>OEM provides POCs and ELMT validates POCs through various communication methods</td>
<td>No Customer POCs can be found through OEM or Originating Org; Agency call to Centers to provide POCs</td>
</tr>
<tr>
<td>License and Product Consumption</td>
<td>Product density is known by Government/OEM and can be easily validated</td>
<td>Product density is known by Government and/or OEM and validation cannot be easily validated</td>
<td>Product Density is unknown by vendor/government and additional discovery is required</td>
</tr>
<tr>
<td>Available Government Contract Vehicles</td>
<td>Multiple Government Vehicles exist (SEWP, GSA, and other GWACs)</td>
<td>GSA and other GWACs are available (SEWP not an option)</td>
<td>Current software doesn’t have a government vehicle / Possibly open market procurement</td>
</tr>
<tr>
<td>Software Requirements</td>
<td>Simplistic and well defined / with minimal refinement</td>
<td>Well defined however requires moderate refinement</td>
<td>Not well defined to no requirements defined with extensive refinement</td>
</tr>
<tr>
<td>Funding Source</td>
<td>Single source / Commitment to funding provided by approving org</td>
<td>5 or less sources with varied commitment to funding</td>
<td>Multiple Funding Sources (above 6 sources) and no clear commitment to funding and possible incremental funding request</td>
</tr>
<tr>
<td>Contract Type</td>
<td>FFP and BPA</td>
<td>FFP, BPA, IDIQ, or Hybrid</td>
<td>FFP, BPA, IDIQ, or Hybrid</td>
</tr>
<tr>
<td>Alignment of POPs</td>
<td>No Alignment Required</td>
<td>Some Alignment Required</td>
<td>Multiple Alignment Required</td>
</tr>
<tr>
<td>Timeframe to Complete BC</td>
<td>70 days</td>
<td>135 days</td>
<td>285 days</td>
</tr>
<tr>
<td>*Originating Orgs Approvals and Funding</td>
<td>15 days</td>
<td>30 days</td>
<td>60 days</td>
</tr>
</tbody>
</table>

*Note: the more complex the business case, the more time and effort it takes the ELMT to complete the business case which doesn’t include the time it may take the originating organization to provide a decision/funding (via completed Purchase Request) to move forward and eventually proceed to the acquisition process.
ELMT Business Case Complexity and Roles/Responsibilities

ELMT BUSINESS CASE ROLES/RESPONSIBILITIES

Once the originating organization has requested the ELMT to proceed toward the development of a business case, the ELMT and the originating organization has roles and responsibilities to support the business case effort. These roles and responsibilities lesson the likelihood of a duplication of effort, appropriate coordination of information, and clear lines of accountability to ensure timely responsiveness by the ELMT and the originating organization. The ELMT supports the design, development, deployment, implementation, analysis, and review of potential Agency enterprise licensing approaches.

It is the responsibility of the originating organization to provide the ELMT requirements to allow the ELMT the ability to assess options to securing an agreement that would meet the originating organization’s needs. The ELMT will support the originating organization in capturing their requirements but ultimately the originating organization is responsible for providing the ELMT with requirements. In the event the originating organization is having difficulty securing requirements, the ELMT may provide recommendations to the originating organization to assist in the organization in determining a path forward.

The following information is required from the originating organization in order for the ELMT to proceed in the development of the business case and eventual acquisition process:

- Original Equipment Manufacturer (OEM) and Software Product Name
- Current NASA Software Densities (Agency/Center)
- Current or previous NASA contracts (Agency/Center)
  - Copy of NASA contract and all associated contract modifications
  - Procurement POC
- Historical background pertaining to any discussions that have already occurred between NASA and the OEM
  - Copies of previous provided software density reports (OEM to NASA)
  - Quotes
  - Any contract related information
- NASA Technical POCs (Agency/Center)
- NASA Funding Organization POCs (Agency/Center)
- OEM POC(s)
- Approval of business case
- Funding for Acquisition\Renewals and methodology (Agency/Center)

Note: The ELMT is considered to be Agency/Center Agent to coordinate all communications with the OEM. The originating organization is responsible for providing this information that will establish the baseline requirements contained in the business case.

Once the ELMT has received the requirements from the originating organization, the ELMT will proceed in the development of the business case and subsequent acquisition process (pending approval of the business case from the originating organization):
Facilitate discussions with the OEM regarding potential approaches
Validate OEM/VAR Availability and Size Status
Revalidate Technical POC information
Coordinate License and Product Consumption
Assess Available Government Contract Vehicles
Review and Refine originating organization’s software requirements
Coordinate In-House Government Cost Estimates and budgetary quotes
Recommendations
  o Potential Contract Types
    ▪ Enterprise License Agreement (ELA),
    ▪ Blanket Purchase Agreements (BPA),
    ▪ Consolidated Contract or
    ▪ Alternative Hybrid Approach
  o Period of Performance Alignment
  o License Type (Term, perpetual, unlimited, etc...)
Coordinate the revalidation of requirements during renewals

Note: Once the ELMT has received the approval to proceed to the acquisition process from the originating organization, the originating organization is responsible for securing all funding prior to moving to the acquisition process.

The ELMT is responsible for maintaining all contract management activities associated with the procurement of new and maintenance renewals for selected software. Additional services that the ELMT provide include:

  • Management of Agreements; and
    o Establish ELMT Administrative Infrastructure (if applicable);
    o Process request for transfer of a license from the pool of available licenses to a Center (if applicable);
    o Support the procurement of additional licenses;
    o Periodic Software License validation audits;
    o Reconcile vendor maintenance invoices and payment coordination; and
    o License “True-Up” activity prior to renewal or exercising options.
    o Notifications to appropriate NASA POCs

  • Tracking licenses phased out in lieu of participation in an Agreement, but are still Agency-owned and available to NASA Centers (If applicable)

The ELMT works with the Information Technology Asset Managers (ITAM) from each NASA Center and representatives of originating organizations (e.g., Programs and Projects) to manage software licenses to ensure there is no duplication of license maintenance. Both ELMT and the ITAMs represent Communities of Interest under the OCIO IT Infrastructure Integration Program (I3P) Governance Model,
therefore, any formal lines of approval and/or advisement for Agency-wide licensing initiatives will be coordinated with OCIO utilizing the I3P Governance Model.

Additionally, the NSSC Service Level Agreement (NSAGR-1053) represents the current agreement between the NASA Shared Services Center (NSSC) and NASA Centers, NASA Headquarters (HQ), Mission Directorates, Office of Education, Office of the Chief Information Officer (OCIO), Office of the Chief Technologist (OCT), Office of the Inspector General (OIG), and the NASA Management Office (NMO) as proxy for the Jet Propulsion Lab. The services covered by the NSSC Service Level Agreement are to formally quantify performance expectations for the services provided by the NSSC and its customers. The ELMT being one of the services outlined in the NSSC Service Level Agreement (referenced in Section 3.4) provides budgetary estimates in Appendix C to assist customers (i.e., Centers and Programs) with planning for funding their associated portfolio requirements. Furthermore, Appendix E in the NSSC Service Level Agreement contains the signatures of NSSC Management and NSSC customers (i.e., NASA Center and Agency Level Management) thus illustrating the commitment between the NSSC and customers. The revalidation of these estimates occurs during the NSSC annual Planning, Programming, Budgeting, and Execution process (PPBE).