



National Aeronautics and
Space Administration

NASA Shared Services Center
Stennis Space Center, MS
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www.nssc.nasa.gov

NASA Shared Services Center Communication Plan

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Change Management and Communication Plan for the Transition of Simplified Acquisition Threshold (SAT) Purchases to the NSSC

**Responsible Office: NSSC Procurement & NSSC Strategic Integration and
Communication (SIC) Division**

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SUBJECT: Change Management and Communication Plan for the Transition of Simplified Acquisitions Threshold (SAT) Purchases to the NSSC		

Approved by

Kenneth L. Newton
Director, Service Delivery Directorate

Date

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1.0 Purpose

The purpose of this plan is to document a communications strategy that when executed will successfully communicate key messages to all National Aeronautics and Space Administration (NASA) simplified acquisition activity end users and stakeholders. Messages will focus on changes, enhancements, processes and systems, improvements and added value expectations with the transition of Simplified Acquisition Threshold (SAT) purchases to the NASA Shared Services Center (NSSC). The plan will describe the strategy for delivering key messages and present schedules and expectations for communication vehicles to be employed. This document acts as a living document that will frequently be updated throughout the lifecycle of the project as new messages are developed, schedules confirmed, and input received. The NSSC's communication strategy will be integrated with Agency strategies to provide consistency with Procurement policy and Center-specific communications approaches.

2.0 SAT Background

The Federal Acquisition Regulation (FAR) and the NASA FAR Supplement (NFS) establishes guiding principles to enable acquisition professionals to deliver on a vision of providing timely procurement services, acquiring best value commodities and services for the requisitioner, maintaining the public's trust, and fulfilling public policy objectives.

Historically, each NASA Center has awarded and administered their simplified purchases under the threshold utilizing a mix of Civil Servant (CS) and Service Provider (SP) procurement personnel and processes and procedures tailored to each Center. Centers have implemented numerous continuous improvement initiatives to refine and streamline those processes within each individual Center. The Agency as a whole has only periodically studied the potential benefits realized by further streamlining and consolidating the Agency's SAT purchasing activities within scope at one location.

By consolidating and transitioning the Agency's within scope SAT purchasing activities to a single location, the NSSC will be able to provide Agency leadership with greater insight into SAT spending trends. Work tracking and data analytics tools (such as ServiceNow) are currently being implemented at the NSSC. Agency leaders will have an unprecedented ability to electronically obtain real-time status on individual SAT actions or an organization's entire SAT portfolio. Information tracked and compiled through ServiceNow can be used to develop additional tools and contractual vehicles to acquire strategically more of the Agency's high-volume, repetitive purchases, which will help NASA achieve strategic sourcing goals set by the Office of Management and

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Budget (OMB).

3.0 SAT Transition Overview

The consolidation focuses on with in scope simplified acquisitions at or below \$150,000 transitioning to the NSSC. The NSSC is developing a set of standardized processes and procedures to be used by all Center requisitioners when requesting SAT purchasing services from the NSSC. All processes and procedures will be thoroughly documented in a Service Delivery Guide (SDG). The Centers will continue to retain the responsibilities for determining requirements and providing the appropriate funding.

A core cadre of highly specialized, dedicated, and well-trained procurement personnel (CS and SP) will be located at the NSSC. This procurement staff will be augmented by current highly specialized, dedicated, and well-trained GS-1105 procurement personnel at Glenn Research Center (GRC) and Goddard Space Flight Center (GSFC) utilizing a “badged in-place” concept. All procurement staff follow a common set of standardized SAT purchasing policies and procedures. Each staff member will be familiar with the shared services business model and the mission of the NSSC, principally - *unparalleled service* to our Agency customers.

The NSSC will leverage its on-going migration from Remedy to ServiceNow to provide stakeholders with unprecedented insight into SAT purchasing activities. ServiceNow provides the capability to add dashboards to the desktops of requisitioners, which will provide real-time access to the status of purchases. Center and Agency leaders will also have the ability to obtain from their computers, statistical purchasing data that can be used to answer external reporting requirements or assist with strategic sourcing decisions.

4.0 Overall Mission

The overall mission requirements and the strategic goals of the Agency are to further utilize and expand the shared services business model successfully implemented at the NSSC. This mission will help the Agency to maximize the utility of its financial and human capital resources and better meet those mission requirements and strategic goals. A tremendous opportunity exists to reduce overall SAT transaction costs, take advantage of strategic sourcing opportunities, and reassign existing GS-1102 workforce to more complex and critical procurement actions. The results will improve the customer experience and obtain greater insight into the Agency’s buying activities by consolidating SAT purchasing activities at one NASA location. The SAT Web page is available at: www.nssc.nasa.gov/simplifiedacquisition.

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5.0 Qualitative Benefits

While the qualitative benefits realized from the consolidation and transition of these procurements to the NSSC are more difficult to measure, they are just as real as the quantitative benefits identified above and include:

- GS-1102 workforce that were performing SAT functions will be available to fill existing vacancies or be reassigned to award and administer more complex, higher dollar value procurement actions;
- Center Procurement Offices now being able to concentrate on procurement activities that support critical core business lines (e.g., aeronautics, research, testing, and technology development);
- Dynamic SAT purchases status dashboards and Web pages for checking real-time status of SAT purchases from initiation through closeout; Standardized solicitation and award processes and procedures for NASA SAT requirements;
- Published service level indicators and established chargeback rates;
- Customer Contact Center (CCC) available to answer inquiries;
- Opportunity for industry to compete for Agency-wide strategic sourcing procurements managed by the NSSC; and
- Opportunity for small businesses to compete for SAT procurements outside their physical geographic location and establish a presence at other NASA Centers.

6.0 Stakeholder Analysis

A *Stakeholder* is any individual with a vested interest in an NSSC service. NSSC stakeholders often include NSSC, Center, and Agency personnel, as well as members of the general public and NASA vendors for certain services. An *End User* is a stakeholder who is the direct recipient of an NSSC service. Stakeholders are grouped by the relationships they hold to a particular NSSC service. Customer Relations Management (CRM) manages distribution lists, manually or utilizing systems and databases, so that stakeholders can be easily identified and targeted with messages.

The CRM team employs different communication approaches for different stakeholder groups based on the influence a particular stakeholder group has upon NSSC operations. A stakeholder group's level of interest in operations can help to determine the appropriate communication vehicles for use, the level of messages delivered, and the frequency of outreach.

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Keep Informed: These stakeholders and end users should receive or be able to retrieve information related to NSSC services. These stakeholder groups include all potential customers and NSSC and Agency colleagues.

Keep Satisfied: These stakeholders and end users have investment that requires a level of communication beyond the simple sharing of information; the NSSC seeks to inform and satisfy. Communication must be more regular, two-way, and targeted. These stakeholder groups include NASA and NSSC leadership and active NSSC customers.

Manage Closely: These stakeholders hold the most influence and have the most relative interest in the success of an NSSC service because, their interest extends beyond the processing of a single transaction. This includes an end user with an on-going relationship that requires a number of NSSC transactions or a stakeholder who is invested in the successful operations of an Agency-wide service. This group requires frequent, targeted, and sometimes, senior-level communications. These include high-profile or recurring NSSC end users and NSSC/NASA leadership.

Stakeholder	Identification	Communications Approach	Roles and Responsibilities
NSSC SAT Team	Mark Chadwick, NSSC Procurement Officer, NSSC CS Project Team Sponsor Anna Turner, NSSC SAT Branch Chief Chris Bridges, SAT Team Lead and Service Owner Desiree Oliver, NSSC SP Functional Subject Matter Expert (SME)	Manage Closely	Provide input to SAT Communications; provide approval for communications.
SAT Communications	Venetia Gonzales, NSSC CS Communications Specialist Michael Tubbs, NSSC CS Communications Specialist	Manage Closely	Develop and execute an effective Communications Plan. Perform stakeholder analysis to identify type and level of communication needed per stakeholder.

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			<p>Interface with Center Communication Point of Contact (POCs) to identify and enable Center-specific communications and messaging. Edit messages to meet Center-specific needs. Assist in the promotion of SAT communication through the sharing of communication materials with Center personnel. Provide ongoing communication status updates. Interface with contractor/project team to identify communication needs. Maintain Web sites and social media sites. Create Frequently Asked Questions (FAQs) / Knowledge articles, draft articles, e-mails, messages; maintain distribution lists. Respond to end-user Communications surveys and communications feedback.</p>
SAT Transition Team	<p>Mark Chadwick, NSSC Procurement Officer, NSSC CS Project Team Sponsor</p> <p>Anna Turner, NSSC CS Activity Transition Manager, SAT Branch Chief</p>	Manage Closely	Provide input to SAT Communications.

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	<p>Chris Bridges, SAT Team Lead and Project Executive</p> <p>Steven Brockway, NSSC CS Contract Officer</p> <p>Kim Zimmerman, NSSC SP Project Manager</p> <p>Wendy Herty, NSSC SP Functional Manager</p> <p>Desiree Oliver, NSSC SP Functional SME</p> <p>Charles Breath, NSSC SP Functional SME</p> <p>Venetia Gonzales, NSSC CS Communications Specialist</p> <p>Rosa Hebert, NSSC SP CCC Support</p> <p>Robin Schenck, NSSC SP Test Manager</p> <p>Libby Fornea, NSSC SP Quality Specialist Lead</p> <p>Brian Reid, NSSC SP Business Analysis</p> <p>Charlene Thames, NSSC SP Information Technology (IT) Manager</p> <p>Brandi Head, NSSC SP IT Technical Lead</p> <p>Renee Hellmers, NSSC SP Metrics Support</p>		
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	<p>Asya Kamenkovich, NSSC SP Measurement Professional/Surveys</p> <p>Gerald Causey, NSSC SP Training Supervisor</p> <p>Tim Raborn, NSSC SP IT Security</p> <p>Danny Harvill, NSSC CS Chief/Chief Information Officer (CIO) Information</p> <p>Kevin Herrington, NSSC CS IT Specialist</p> <p>Wendy Byrd, NSSC SP Document Imaging</p> <p>Ron Layel, NSSC SP Records Management Manager</p> <p>Samantha Savage, NSSC SP Records Management Support</p>		
SAT HR Transition Team	<p>Anita Harrell, Director, Support OPS Directorate</p> <p>Carol Cordova; Joan Youravich Office of Human Capital Management (OHCM)</p> <p>Wanda Jones-Yeatman; Deborah Baker GSFC</p> <p>Tracey McClough GRC</p>	Manage Closely	Provide clear, timely, and open communications on Human Resources (HR) activities regarding SAT transition with “badged in-place” employees.
Affected Headquarters (HQ) Functional Owner(s)	Office of Procurement: William McNally and Office of Small Business Programs: Glenn Delgado	Manage Closely	Provide policy decisions and receive appropriate communications.

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Representative of Organized Labor-Pre-Decision Involvement	TBD	Keep Satisfied	Ensure communications comply with labor policies.
NSSC Senior Leadership	Mark Glorioso; Ken Newton; Anita Harrell	Manage Closely	Receive and provide input on communications as appropriate; provide updates to NASA leadership as appropriate.
Associate Administrator (AA) for Mission Support Directorate	Krista Paquin	Keep Satisfied	Receive status of SAT transition.
Offsite NSSC Employees "badged in-place" employees	TBD	Manage Closely	Receive messages and provide feedback regarding communication efforts. Assist in the distribution of messages to Centers.
Center SAT POCs	<p>Ames Research Center (ARC): Sarah Andrae Pollock, ARC Center SAT SME Primary, Procurement Analyst sarah.pollock@nasa.gov</p> <p>Robin De Leon, ARC Center SAT SME Alternate, Contract Specialist rosalinda.r.deleon@nasa.gov</p> <p>Armstrong Flight Research Center (AFRC): James W. Eastman, AFRC Center SAT SME Primary james.w.eastman@nasa.gov</p> <p>GRC: Kaprice Harris, GRC Center SAT SME Primary, Chief</p>	Keep Satisfied	Provide guidance on the creation and delivery of Agency/Center-specific key messages. Receive messages and provide feedback.

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	<p>Procurement Officer kaprice.harris@nasa.gov</p> <p>Mark Manthey, GRC Center SAT SME Alternate, Deputy Procurement Officer mark.w.manthey@nasa.gov</p> <p>GSFC / HQ: Nipa Shah, GSFC/HQ Center SAT SME Primary, Supervisory Contract Specialist nipa.shah-1@nasa.gov</p> <p>Lisa Kelleher, GSFC/HQ Center SAT SME Alternate, Directorate Resources Manager, Science & Exploration Directorate lisa.m.kelleher@nasa.gov</p> <p>Johnson Space Center (JSC): Gisela Moreno, JSC Center SAT SME Primary gisela.a.moreno@nasa.gov</p> <p>Kennedy Space Center (KSC): Roy M Colvin (Mitch), KSC Center SAT SME Primary, Supervisory Contract Specialist mitch.colvin-1@nasa.gov</p> <p>Tommy L. Mack, KSC Center SAT SME Alternate, Supervisory Assistant, Technical Management tommy.l.mack@nasa.gov</p> <p>Langley Research Center (LaRC): Tracey Siegel, LaRC Center SAT SME Primary, Procurement Analyst</p>		
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Program and Project Offices	NASA-wide	Keep Informed	Receive messages on SAT purchasing process changes and pricing structure.
OCFO, Center Financial Officers, Center Resource POCs	NASA-wide	Keep Informed	Receive messages concerning SAT functionality, processes, procedures, and schedule
NSSC CCC	Kathy Linn, NSSC SP	Keep informed	Provide feedback regarding Knowledge Article input; publish articles and notifications; answer inquiries.

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NSSC IT Division	All NSSC CS and SP Personnel	Keep informed	Provide support in crafting communications related to systems and IT assets.
NSSC Financial Management (FM) Division	All NSSC CS and SP Personnel	Keep informed	Receive messages concerning SAT functionality, processes, procedures, and schedule.
Potential End Users	All NASA Personnel	Keep informed	Access communications concerning SAT functionality, processes, procedures, schedule and pricing structure.
Active End Users	NASA Personnel in the requisitioner role or Contracting Officer's Representative (COR) role who have ordered simplified acquisition procurements in the past; any end user contacting the NSSC with questions on SAT transition	Keep satisfied	Receive communications concerning SAT functionality, processes, procedures, schedule and pricing structure.
ServiceNow Development Team	All NASA CS and SP	Keep informed	Provide support in crafting communications related to systems and IT assets.
Vendors	All Vendors	Keep informed	Receive messages concerning SAT functionality, processes, procedures, and schedule.

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Procurement Officers	<p>Kelly G. Kaplan, ARC kelly.g.kaplan@nasa.gov</p> <p>Michael E. Mcgrath, GSFC michael.e.mcgrath@nasa.gov</p> <p>Debra L. Johnson JSC-Procurement-Director debra.l.johnson@nasa.gov</p> <p>Dudley R. Cannon, KSC dudley.r.cannon@nasa.gov</p> <p>Susan E. McClain, LaRC susan.e.mcclain@nasa.gov</p> <p>Whitson, Kim E., MSFC kim.e.whitson@nasa.gov</p> <p>David A.Crouch, HQ david.a.crouch@nasa.gov</p> <p>Robert S. Harris, SSC robert.s.harris@nasa.gov</p> <p>Mark W. Chadwick, NSSC mark.w.chadwick@nasa.gov</p>	Keep informed	Receive messages concerning SAT functionality, processes, procedures, and schedule.
Associate Directors	<p>Steven F. Zornetzer, ARC steven.f.zornetzer@nasa.gov</p> <p>Vince Chacon, AFRC vince.chacon-1@nasa.gov</p> <p>Janet I. Watkins, GRC janet.i.watkins@nasa.gov</p> <p>Nancy A. Abell, GSFC nancy.a.abell@nasa.gov</p> <p>Melanie Saunders JSC melanie.saunders1@nasa.gov</p>	Keep informed	Receive messages concerning SAT functionality, processes, procedures, and schedule.

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7.0 Communication Objectives

The following communication objectives have been identified to assist in the successful transition of the SAT activity to the NSSC.

Communication Objectives	Targeted Stakeholder Categories
Educate stakeholders on SAT processes, systems and policies; promote awareness of qualitative benefits; generate awareness of transition and disseminate training and education materials.	Keep Informed; Keep Satisfied; Manage Closely
Ensure end users know how to request a simplified acquisition, understand the funding and approval process, understand any workarounds, understand the pricing structure, understand how to use the tools and systems, and know where to go for assistance. (both at NSSC and Center)	Keep Informed; Keep Satisfied; Manage Closely
Ensure details of future transitions are communicated in advance of transition dates, SAT contact information provided and new knowledge articles and services promoted.	Keep Informed; Keep Satisfied; Manage Closely
Compose and distribute consistent, clear, concise and audience-specific messages.	Keep Informed; Keep Satisfied; Manage Closely
Employ effective and appropriate communication vehicles; environment and audience analysis is crucial in identifying communication efforts.	Keep Informed; Keep Satisfied; Manage Closely
Communicate to stakeholders what they need to know before they need to know it; provide ample time for stakeholders to move	Keep Satisfied; Manage Closely

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past an emotional reaction and on to effective involvement.	
Meet frequently and regularly with stakeholders to discuss developments or tactical concerns.	Keep Satisfied; Manage Closely
Offer opportunities for private communication including telecoms, Skype sessions, and face-to-face meetings as appropriate.	Keep Satisfied; Manage Closely
Create awareness by holding Agency-wide meetings at important milestones.	Keep Satisfied; Manage Closely
Gather and provide after-action feedback to track and resolve issues with quick-hit solutions.	Keep Informed; Keep Satisfied; Manage Closely
Communicate results of the after-action resolutions for quick-win messages.	Keep Satisfied; Manage Closely

8.0 Key Messages

Key Messages are succinct and clear statements representative of the information the project team wants communicated to its targeted audiences. Key messages will be changed, added, and removed as appropriate throughout the lifecycle of the transition. The SAT Web page is available at: www.nssc.nasa.gov/simplifiedacquisition

Transition Key Messages

- Communicate to end users schedule and schedule updates.
- Communicate to end users when training becomes available.
- Communicate to end users what is within scope of this transition.
- Communicate with rebadged employees in a manner that generates mutual trust and commitment.

Acquisition Key Messages

- Communicate process and system overviews (placing a request, modifying a request, cancelling a request).
- Communicate to end users expectations for all required documentation (Statement of Work (SOW), Independent Government Estimate (IGE), Limited Source Justification (LSJ) etc.). Provide training, best practices, templates, and examples.
- Manage customer expectations regarding the NSSC's procurement strategy (leveraging General Services Administration (GSA) schedules, NASA's Solutions for Enterprise Wide Procurement (SEWP), and meeting socioeconomic goals).

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When will we issue a Request for Information (RFI) / Request for Proposal (RFP) etc., when a purchase request is needed, when will a Purchase Card (P-Card) be used.

- Communicate to end users expectations for completing Technical Evaluations. Provide training, best practices, templates, and examples.
- Communicate to end users expectations for invoice approval.
- Communicate to end users expectations for completing evaluations in Contractor Performance Assessment Reports System (CPARS), if determined that it is needed. Provide training and guidance.
- Communicate to customers what will occur when required documentation is missing or unsatisfactory, when purchases unexpectedly exceed dollar limits, or when purchases cannot be made.
- Communicate to Centers what data and reports will be available for reviewing transactions SAT and P-Card Solutions. Manage expectations if local appropriations are lost (if money is forwarded to the working capital fund).
- Communicate plans of action for when P-Card transactions are billed to the wrong Work Breakdown Structure (WBS) or Center
- Communicate to customers when a certified COR is needed for the completion of the acquisition. Provide guidance on finding an appropriate COR.

9.0 Assessment of Communication Effectiveness

Mechanisms will be established to provide customer feedback. SAT will provide a customer feedback form available on the NSSC SAT Web site for receiving SAT feedback concerning communications. Web analytics will be utilized to determine traffic to pages, FAQs, and other resources.

10.0 Critical Success Factors

- SAT transition team engages in the creation of key messages.
- SAT Center POC provide guidance and cohesiveness that allow for a coordinated communication effort.
- Decisions regarding the execution of communications are forthright and timely.
- Employees involved in the transition, distribute accurate communications, and ask questions to point out any communications shortfall.
- Transition schedules for new scope allow appropriate time for strategies to be developed and added to this plan.
- Systems are available for the creation of training materials.

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APPENDIX A – COMMUNICATION DESCRIPTIONS

End User Communication	Description	Objective	Audience
Web Page www.nssc.nasa.gov/simplifiedacquisition	Online home to all SAT resources	Provide information and training materials	Keep Informed
Agency/Center E-mails	High level e-mails used to make critical announcements or address problems	Provide status and updates on system/process changes	Keep Informed
Targeted E-mails	E-mails targeted for a specific group, with a specific message	Build knowledge and ensure appropriate expectations	Keep Satisfied
FAQs	Dynamic FAQs rated on a 5-star scale; customer feedback is provided; FAQs are easily accessible to the public, cataloged by search engines, and can be promoted, shared via e-mail	Provide Tier 0 service to answer customer concerns and questions	Keep Informed
Knowledge Articles	Information utilized by the CCC to answer inquiries	Provide Tier 1 service to answer customer concerns and questions	Keep Satisfied
e-Newsletters	Monthly e-mail newsletters to key stakeholders (as needed)	Distribute key messages, status and updates	Manage Closely, Keep Satisfied
Training Videos	Provide Initial Training Video; and update on the Web page as needed	Educate and assist end users on system enhancements through videos that communicate SAT procedures used by customers and agents; only accessible	Manage Closely, Keep Satisfied

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		through SAT Web page	
External Communication via: Social Media, Infomercials and NSSC News	Only as needed and Directed to the Public	Provide a recap of releases and a look ahead of the month to come	Keep Informed
Online Survey for Communications	Web survey	Measures the effectiveness of communications for the project and allows the stakeholders to provide feedback and make suggestions.	Manage Closely, Keep Satisfied; Keep Informed

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APPENDIX B – COMMUNICATION TIMELINE

Communication	Frequency	Audience	Responsible Parties
Web Page	July 2015	Potential and Active End Users	Venetia Gonzales
Agency/Center E-mails	As needed (and always prior to a transition of new scope to the SAT environment)	Active End Users	Venetia Gonzales
Targeted E-mails	As needed	Appropriate SAT Stakeholder Groups	Venetia Gonzales
FAQs	Prior to transition	Active and Potential End Users	Venetia Gonzales
Knowledge Articles	1 Month Prior to Go Live	CCC / Active End Users	Venetia Gonzales Rosa Hebert
e-Newsletters	Monthly starting October 2015	Appropriate SAT Stakeholders	Venetia Gonzales
Social Media	Prior to transition	Potential and Active End Users	Venetia Gonzales
Telecoms	TBD	Appropriate SAT Stakeholders	TBD
Video	2 months prior to Go Live	Active End Users	Venetia Gonzales
Training Materials	2 Month prior to Go Live	Active End Users	Venetia Gonzales; Gerry Causey
Fact Sheet	3 Months Prior to Go Live	Active End Users	Venetia Gonzales
Face-to-Face Meetings	TBD	Appropriate SAT Stakeholders	Mark Chadwick, Anna Turner; Desiree Oliver
Online Survey	October 2015	All stakeholders	Venetia Gonzales

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APPENDIX C – ACRONYMS & ABBREVIATIONS

AA	Associate Administrator
AFRC	Armstrong Flight Research Center
ARC	Ames Research Center
CCC	Customer Contact Center
COR	Contracting Officer's Representative
CPARS	Contractor Performance Assessment Reports System
CRM	Customer Relations Management
CS	Civil Servant
FAR	Federal Acquisition Regulation
FAQ	Frequently Asked Questions
FM	Financial Management
GRC	Glenn Research Center
GSA	General Services Administration
GSFC	Goddard Space Flight Center
HQ	NASA Headquarters
HR	Human Resources
IGE	Independent Government Estimate
IT	Information Technology
JSC	Johnson Space Center
KSC	Kennedy Space Center
LaRC	Langley Research Center
LSJ	Limited Source Justification

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MSFC	Marshall Space Flight Center
NASA	National Aeronautics and Space Administration
NSSC	NASA Shared Services Center
NFS	NASA Far Supplement
OCFO	Office of Chief Financial Officer
OHCM	Office of Capital Management
OMB	Office of Management and Budget
PDI	Pre-Decision Involvement
P-Card	Purchase Card
POC	Point of Contact
RFI	Request for Information
RFP	Request for Proposal
SAT	Simplified Acquisition Threshold
SDG	Service Delivery Guide
SEWP	Solutions for Enterprise Wide Procurement
SME	Subject Matter Expert
SOW	Statement of Work
SP	Service Provider
SIC	Strategic Integration and Communication
SSC	Stennis Space Center
TBD	To Be Determined
WBS	Work Breakdown Structure