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NASA Shared Services Center Service Delivery Guide

NSSDG-5100-0003 Version 5.0

Effective Date: June 2, 2021
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NSSC Small Business Innovation Research and Small Business Technology Transfer Programs

Responsible Office: Procurement Division

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Approved by

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DOCUMENT HISTORY LOG

Status (Basic/Revision/ Cancelled)	Document Version	Effective Date	Description of Change
Basic		10/01/06	Basic Release
Revision	A	10/11/06	Flowchart Updates
Revision	B	09/07/07	Wave 2 Transition
Revision	3.0	07/01/12	General updates and revisions made throughout the document to reflect process changes. Note: Document originated under NSSC-PR-SDG-0008. Renumbered on 05/14/12 to NSSDG-5800-0001 to align with SDNS numbering system adopted in March 2010.
Revision	4.0	08/30/19	General format changes, updates and revisions made throughout the document to reflect process changes and to include the award and administration of Phase III. More specifically: Removed general program language and added language in Introduction regarding pilot programs; updated CS,SP and Center responsibilities; removed flowchart boxes from Processes; removed CMM references and replaced with PPS throughout; removed Remedy references and replaced with ServiceNow throughout; Added IRIS and IPP systems; In Process 1 Pre-award removed Steps 3 and 4; delineated Pre-award processes for Phase I/II and Phase III; In Award Process, re-ordered steps

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			6 and 7; removed Steps 15, 16 and 17 regarding quality control, Step 19 for PR receipt and Step 25 for notification to AP; Only included Phase I awards in metrics; combined Existing and New Systems under Systems Components; adjusted Cross-Functional Flowcharts to reflect above noted changes.
Revision	5.0	06/02/2021	Update to pilot programs in Section 1.0. Under 5.0, replaced <i>NID 1600.55, Sensitive But Unclassified Controlled Information</i> with <i>NID 2810.135, Controlled Unclassified Information</i> . Changed references to ServiceNow to Scoped App Solutions; updated weblink in 3.0; updated references to Virtual Site Visits; added Purchase card payments in Section 1, 3, & 7; add P-card reconciliation to 7.0 Post award activities; replaced FedBizOpps with beta.SAM; updated workflow process charts

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1.0 Background

The NSSC is responsible for conducting all post selection activities associated with awarding and administering Phase I and II SBIR/STTR contracts. The NSSC is also responsible for conducting pre-award and all post-award activities associated with the award and administering Phase III SBIR/STTR contracts. The NSSC, in coordination with the SBIR/STTR Program Executive (PE), SBIR/STTR Program Management Office (PMO), and Office of Procurement (OP) also supports: the development of SBIR/STTR solicitations, debriefing of unsuccessful offerors, and participates in the design and content maintenance activities for the Electronic Handbook (EHB).

The NSSC supports SBIR/STTR pilot programs which may or may not continue from year to year. Recent pilot programs include Phase I: the use of the Government Purchase Card (P-card) for payment for the first two advance payments and no technical evaluation required. Phase II: initial payment of \$50k for the Summary Chart tool NASA will use to assist the Small Business Concerns (SBC) with post Phase II funding opportunities.

2.0 Purpose

The purpose of this Document is to delineate the responsibilities of procurement personnel at the NSSC regarding the award and administration of SBIR/STTR contracts submitted by the NASA Centers. The services described in this guide are performed by Civil Service (CS) and Service Provider (SP) procurement personnel located onsite at the NSSC on Stennis Space Center and working remotely.

3.0 Applicability/Scope

This guide outlines the following areas of responsibility for NSSC personnel:

NSSC Responsibilities

NSSC is responsible for pre-selection, pre-award, award and post-award administration activities which include, but are not limited to, the following:

- Provide support for the development of the annual NASA SBIR/STTR Solicitation;
- Develop contract templates;
- Review SOW and Justifications for Phase III acquisitions
- Send Request for Proposals (RFPs) for Phase III acquisitions

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- Support debriefings;
- Verify and assign Center recommended Contracting Officer Representatives (CORs), Technical Monitors (TMs) and alternatives that are compliant with training requirements;
- Perform fact finding and analysis;
- Perform price analysis;
- Conduct contract negotiations;
- Prepare all supporting file documentation required by the FAR, NASA FAR Supplement; and SBA SBIR/STTR Policy Directive;
- Execute and distribute award documents;
- Complete Federal Procurement Data System (FPDS)-Next Generation (NG) data entry;
- Process and execute modifications including exercise options;
- Monitor contract compliance;
- Conduct virtual site visits (when applicable);
- Negotiate various supplemental agreements;
- Manage the receipt of deliverables;
- Support the resolution of protests and claims;
- Support audits and inquiries;
- Provide status of SBIR/STTR actions via SBIR/STTR Status Search website and Customer Contact Center;
- Answer inquiries from vendors and center technical personnel;
- Process Purchase Card payments for Phase I advance payments as necessary;
- Process invoices for approval/rejection; and
- Forward award documents to the Agency closeout contractor for closeout after period of performance has ended and final invoice has been paid.

This Service Delivery Guide shall delineate these responsibilities to the appropriate NSSC personnel (SP or CS.)

NASA Center Responsibilities

- Program/project, budgeting, safety, property, costing and resources;
- Writing Purchase Requests and NF1707s associated with SBIR/STTR Phase III Contracts;
- Provide certified CORs;

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- Provide TMs;
- Submit Phase III documentation in the EHB;
- Complete COR delegation/TM responsibility form and Technical Evaluation form;
- Complete New Technology Questionnaire
- Accept/reject deliverables in the EHB

This Service Delivery Guide primarily addresses post-selection procurement activity and some pre-selection activities. Not all individual group responsibilities are specifically identified or described.

Responsibilities of the NASA Centers regarding submission of SBIR/STTR Phase III packages is covered in detail in the SBIR/STTR Customer Guide at https://nasa.sharepoint.com/sites/nssc/SitePages/SBIR_STTR.aspx.

4.0 Privacy Information

All participants involved must ensure protection of all data covered by the Privacy Act and other applicable Federal Regulations and NASA policies.

5.0 Records

All SBIR/STTR records will be maintained electronically in accordance with FAR Subpart 4.8; NFS Subpart 1804.8; NRRS 1441.1A, NASA Records Retention Schedules; NPR 1441.1E, *NASA Records Management Program Requirements*; and *NID 2810.135, Controlled Unclassified Information*.

Prior to June 19, 2017, all SBIR/STTR award documents, modifications and supporting file documentation were electronically stored in the NSSC's TechDoc repository. SBIR/STTR awards currently in TechDoc with modification files and supporting file documentation will continue to be electronically stored in TechDoc.

After June 19, 2017, all new SBIR/STTR award documents, modifications and supporting file documentation are electronically stored in Folders Management in PPS (*Procurement for Public Sector*).

6.0 Processing SBIR/STTR Phase I, II and III awards

The Processing of new SBIR/STTR Phase I, II and III packages is a primary function of the NSSC Procurement Research Activities Branch. The following tables are a

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representation of how the branch internally processes a SBIR/STTR package. Award for Phase III begins at Step 7.

NSSC Procurement Research Activities Branch

The NSSC Procurement Research Activities Branch (RAB) will execute the above mentioned NSSC Responsibilities when processing SBIR/STTR packages. The NSSC Procurement RAB consists of both SP and CS Procurement personnel who work together to ensure the SBIR/STTR packages are processed in a timely manner while adhering to all required regulations.

NSSC Procurement RAB SP Team: Service Provider employees are tasked with executing the non-inherently governmental NSSC responsibilities when processing SBIR/STTR packages. The **NSSC Procurement RAB SP Team** is also sometimes internally referred to as level two or “L2”.

NSSC Procurement RAB CS Team: Civil Servant employees, also referred to herein as **Contracting Officers**, are tasked with executing inherently governmental responsibilities such as written approvals and contract awards. The Civil Servants also provide guidance as needed and can be requested to assist the **NSSC Procurement RAB SP Team** in resolving issues with non-inherently governmental responsibilities. The **NSSC Procurement RAB CS Team** is also sometimes internally referred to as level three or “L3”.

The following table represents Pre-Award Phase I and II process:

Pre-Award Phase I and II	Roles and Responsibilities	Notes
Step 1 -- Solicitation Development	NSSC Procurement RAB CS Team supports the development of SBIR/STTR solicitations in coordination with the SBIR/STTR PE, PMO, and OP.	NSSC Procurement RAB CS Team lead contracting officer participates in the SBIR/STTR Solicitation Front End working group to assist in the development of the NASA SBIR/STTR Solicitation.

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Step 2 -- Preliminary Review	NSSC Procurement RAB CS Team compiles past performance data from CPARS/PPIRS for Phase II's.	
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The following table represents Pre-Award Phase III process:

Pre-Award Phase III	Roles and Responsibilities	Notes
Step 1 -- Provides SOW and Justification to the NSSC via the EHB	Center technical personnel completes and provides a Statement of Work (SOW) and a SBIR Phase III Justification to the NSSC.	Provides through uploads in the EHB.
Step 2 -- Sends RFP to Firm	The NSSC Procurement RAB SP Team creates contract number in PPS, and creates new Scoped App Solutions Tickets, reviews package in conjunction with NSSC Procurement RAB CS Team. A Request for Proposal (RFP) is sent to the Firm via EHB.	
Step 3 – Sends PR to NSSC thru SAP	The Center Resource Analyst (RA) forwards PR.	

The following table represents the award process for Phase I, II and III awards (Phase III Award Process starts at Step 7):

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Award Process Phase I, II and III	Roles and Responsibilities	Notes
Step 1 -- Assign contract numbers to selected proposals	NSSC Procurement RAB SP Team assigns contract numbers to the proposals selected for negotiation.	Assignments made in EHB.
Step 2 -- Create Cases & Tasks Generate PRs	The NSSC Procurement RAB SP Team provides list of contracts with pertinent data fields to IT to create Scoped App Solution Tickets, Stages and Tasks. PR Spreadsheet created and sent to NASA Budget and Accounting Division (BAD) for PRs Creation. .	IT provides SP Functional Lead a list of case numbers for contracts. BAD POC informs SP and CS Lead of completed PRs
Step 3 -- Assign proposals to SP/CS	NSSC Procurement RAB CS Team lead assigns proposals selected for negotiation to respective CS personnel. NSSC Procurement RAB SP Team lead assigns proposals selected for negotiation to respective SP personnel.	Assignments made in EHB
Step 4 -- Prepare Contract File (electronic)	NSSC Procurement RAB SP Team downloads proposal package from EHB and begins initial review and verification processes. Steps include retrieving contractor verification data such as the Entity Record, Exclusions, and Representations and Certifications from SAM, Veteran's	Documents associated with this review are saved in contract/award files.

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	Employment and Training Service (VETS4212), vendor code, etc.	
Step 5 -- Recommended COR/TMs are assigned to contracts	Upon receipt of Center Technology Transition Lead (CTTL) recommendation of COR/TMs assignment to tentative contracts, the NSSC Procurement RAB SP Team notifies COR/TMs of the recommended assignments and designates the assigned COR/TMs in the EHB.	Assignment made in EHB.
Step 6 -- Unsuccessful Offerors Debriefings	Phase I and II: unsuccessful proposers receive a letter from PMO. For Phase II only, if firm requests in writing, then Center conducts formal debriefing assisted by NSSC Procurement RAB CS Team lead and PMO if necessary.	FAR 15.506 and PIC 04-11 provide guidelines for conducting the debriefing. Occurs only if requested in writing.
Step 7 -- CO Delegation & COR Technical Evaluation	For Phase III, the Award Process begins here at Step 7. NSSC Procurement RAB CS Team coordinates with COR/TM and completes COR Delegation/TM Responsibility Form. COR accepts delegation, TM accepts responsibility, and both completes the technical evaluation (excluding Phase I).	Delegation and Tech Evaluation completed in EHB. For SBIR/STTR contracts \$150,000 or below, a TM will be assigned. For SBIR/STTR Phase III contracts above \$150,000 a COR will be assigned
Step 8 -- Package Review	NSSC Procurement RAB SP Team reviews package to determine if required documentation and information have been received.	For Phase I and II's, required documents include offer, proposal evaluation, source selection decision, COR/TM's technical evaluation For Phase III's, required documents include SOW, Justification for Phase III, and Proposal,

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Step 9 -- Requests information if package is incomplete PR receipt	<p>NSSC Procurement RAB SP Team request and receive all necessary documentation, information, etc.</p> <p>NSSC Procurement RAB SP Team receives PR from BAD and signed NF 1707 for packages.</p> <p>For Phase IIIs, the PRs and signed NF 1707 are received from the Centers.</p>	A standardized process for requesting the information is followed.
Step 10 -- Prepare draft Price Negotiation Memorandum (PNM)	NSSC Procurement RAB SP Team prepares draft Price Negotiation Memorandum (PNM) and provides supporting documentation such as market research, quotes, published lists, bill of materials, etc.	Parametric analysis is used to compile an average cost per research hour. For any contract over \$250,000.00 (Simplified Acquisition Threshold (SAT), NF 634 is used for profit/fee objective.
Step 11 -- Contract Negotiations	NSSC Procurement RAB CS Team conducts negotiations when applicable.	Results of negotiations are documented in PNM.
Step 12 -- Enter contract in PPS	NSSC Procurement RAB SP Team enters the contract information into PPS.	Standard Form (SF) 26 created in PPS.
Step 13 -- Finalize PMN	NSSC Procurement RAB SP Team finalizes the PNM documentation.	Documentation inserted in the file.
Step 14 -- Finalize Contract Document	NSSC Procurement RAB SP Team SP finalizes contract document as required.	Document finalized in PPS.
Step 15 -- Contract Review	Upon notification by NSSC Procurement RAB SP Team through Scoped App Solutions that the file is ready for review, NSSC Procurement RAB CS Team conducts contract review.	SP forwards task to CS in Scoped App Solutions. CS review is conducted in PPS and returns task in Scoped App Solutions when review is complete.

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Step 16 -- Transmit contract documents to firm	<p>NSSC Procurement RAB CS Team authorizes through Scoped App Solutions the transmittal of contract documents to SBC for review and signature.</p> <p>NSSC Procurement RAB SP Team electronically sends contract documents to contractor for review and signature.</p>	CS Re-assigns task back to SP in Scoped App Solutions.
Step 17 -- FPDS-NG entry	NSSC Procurement RAB SP Team inputs data in FPDS-NG.	
Step 18 -- Contract Execution	NSSC Procurement RAB CS Team executes contract electronically in PPS and uploads signed award documents.	<p>All documents and signatures are transmitted electronically.</p> <p>SP is notified of contract award via Scoped App Solutions.</p>
Step 19 -- Contract Distribution	NSSC Procurement RAB SP Team finalizes FPDS-NG and electronically transmits fully executed contract documents in accordance with the distribution list.	Includes resolving Case in Scoped App Solutions.
Step 20 -- Upload documents and setup deliverables in EHB	NSSC Procurement RAB SP Team uploads distribution documents in PPS and sets up deliverables for contract in EHB.	Electronic file is transferred from Negotiation Handbook to Administration Handbook.

7.0 Post-Award activities

In addition to processing new SBIR/STTR packages acquisitions, the NSSC Procurement RAB team conducts multiple post-award activities. The following table includes many of these post-award activities:

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Activity	Action	Tips/Notes
Contract Modifications	<p>NSSC Procurement RAB SP Team process unilateral and bilateral modifications including extensions, key personnel change, funding, scope change, property transfer, and novations, change of names.</p> <p>NSSC Procurement RAB CS Team review and execute modifications.</p>	<p>SP coordinates receipt of data and prepares required documents for approval by CS in PPS for awards initially awarded in PPS. For legacy awards initially awarded in CMM, required documents are prepared and saved on the N-Drive and approved by CS in SAP/ECC.</p>
Late Deliverables	<p>NSSC Procurement RAB SP Team creates report from EHB to track contractors' compliance with the delivery schedule of contract. SP forwards weekly report to Lead and all ACOs.</p>	<p>To provide oversight of contractors complying with terms and conditions of the contract.</p>
Delegation & Acceptance	<p>Contracts using Government-furnished equipment/property are delegated to DCMA. Modifications are processed to delegate Government-furnished property to DCMA when property is transferred. DCMA should accept the delegation.</p>	<p>The DCMA acceptance is tracked.</p>

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Activity	Action	Tips/Notes
Past Performance - CPARS	NSSC Procurement RAB CS Team reviews and finalizes evaluations in CPARS.	
Invoices	<p>NSSC Procurement RAB SP Team monitors and verifies receipt of required invoice certifications and deliverables to process invoices in a timely manner.</p> <p>NSSC Procurement RAB CS Team reviews and approves or rejects invoices after receipt of technical acceptance.</p>	EHB notifies SP & CS when deliverables are received.
Virtual Site Visits	<p>If an actual Virtual Site Visit is necessary, NSSC Procurement RAB CS Team will notify NSSC Procurement RAB SP Team to schedule. New policy: first time Phase II awardees and/or if the Phase II awardees haven't received a contract within the last five years with NASA, a virtual site visit is required as a deliverable at the end of the first year of performance.</p> <p>NSSC Procurement RAB SP Team establishes and monitors the schedule, reviews contract file, prepares checklist, and initiates contract modification if necessary.</p>	
Electronic File Documentation	NSSC Procurement RAB SP Team updates electronic files in PPS and EHB with pertinent documentation while contracts are active.	CS uses SBIR Mailbox to send any documents to be added to EHB and hard files.
Purchase Card (P-card)		Purchase Card

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Activity	Action	Tips/Notes
payments & Reconciliation	<p>NSSC Procurement RAB CS Team reviews and approves invoices using the P-card for advance payment on Phase I</p> <p>NSSC Procurement RAB CS Team reviews and reconciles the monthly P-card statement or audit requests for payments using the P-card.</p>	(P-card) payments & Reconciliation
Transfer Contract Files to Closeout	NSSC Procurement RAB SP Team transfers contract file to closeout contractor and notifies EHB Technical Support to change contract status to inactive.	Closeout contractor accesses contract file in EHB.

METRICS

The Performance Standard for NSSC SBIR/STTR is as follows:

Performance Standard
95% of qualified SBIR/STTR Phase I packages are completed within the Program Management Office prescribed deadline.

SYSTEM COMPONENTS

IT System Title	IT System Description	Utilized by	Relevant Step/Activity
Document Imaging	Scanning and printing bulk items. Process and distribute incoming mail.	NSSC Procurement RAB SP Team	Modification Activity

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IT System Title	IT System Description	Utilized by	Relevant Step/Activity
CPARS	Collects and documents contractor performance information that is required by Federal Regulations.	NSSC Procurement RAB CS Team	Post Award Activity: Past Performance - CPARS
EHB	System of electronically-supported business processes to manage SBIR/STTR programs and associated data.	NSSC Procurement RAB CS Team NSSC Procurement RAB SP Team	Pre-Award Phase III Step 1: Provides SOW and Justification to the NSSC via the EHB Step 3: Signs COR delegation form or TM Responsibility Form Step 4: Signs delegation/responsibility form, and completes technical evaluation Award Process Step 1: Assign contract numbers to selected proposals Step 3: Assign proposals to SP/CS Step 4: Prepare Contract File (electronic) Step 5: Recommended COR/TMs are assigned to contracts. Step 7: CO Delegation & COR Technical Evaluation

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IT System Title	IT System Description	Utilized by	Relevant Step/Activity
			<p>Step 20: Upload documents and setup deliverables in EHB</p> <p>Post-Award Activity: Late Deliverables</p> <p>Invoices</p> <p>Electronic File Documentation</p> <p>Transfer Contract Files to Closeout</p>
beta.SAM	Contracting Opportunities: Posting of Federal procurement opportunities with a value over \$25,000.	NSSC Procurement RAB CS Team Lead	Pre-Award Phase I and II Step 1: Solicitation Development
FPDS-NG	Collects, develops, and disseminates data on all federal expenditures for supplies and services.	NSSC Procurement RAB SP Team	<p>Award Step 17: FPDS-NG</p> <p>Award Step 19: Contract Distribution</p>
FFATA	Collects, develops, and disseminates data on Federal prime awardees used to capture and report subaward and executive compensation data regarding their first-tier subawards to meet the FFATA reporting requirements. FSRS FFATA Sub-Award Reporting which is only required when they make payments to the	NSSC Procurement RAB SP Team	Post-Award Subcontractor Reporting Activity

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IT System Title	IT System Description	Utilized by	Relevant Step/Activity
	1 st tier sub in the amount of \$25K or more.		
IRIS	System for receiving and tracking invoices.	<p>NSSC Procurement RAB CS Team</p> <p>NSSC Procurement RAB SP Team</p>	Post-Award Activity: Invoices
IPP	System for electronic invoice submission	<p>NSSC Procurement RAB CS Team</p> <p>NSSC Procurement RAB SP Team</p>	Post-Award Activity: Invoices
Legacy Award Administrator/SAP ECC	System used by the CS to issue Modifications to awards created prior to 06/19/2017.	NSSC Procurement RAB CS Team	Post-Award Activity: Contract Modifications
PPIRS	Collects and documents contractor performance information that is required by Federal Regulations.	NSSC Procurement RAB CS Team	Pre-Award Phase I and II Step 2: Preliminary Review
PPS	System used as the Procurement writing system. Also used as Official Record Repository for Awards and Modifications	NSSC Procurement RAB CS Team	Post-Award Activity: Electronic File Documentation

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IT System Title	IT System Description	Utilized by	Relevant Step/Activity
	created on or after 06/19/2017.	NSSC Procurement RAB SP Team	
SAM	System used to verify contractor address, business size, eligibility, exclusions, representations and certifications.	NSSC Procurement RAB SP Team NSSC Procurement RAB CS Team	Award Process Step 4: Prepare Contract File (electronic)
SAP/IEMP	Procurement Request receipt, contract funding and payment processing.	NSSC SAT Procurement SP Team	Award Process Step 2: Create Cases & Tasks Generate PRs Award Process Step 9: Requests information if package is incomplete. PR receipt
Scoped App Solutions	Performance measurement and workflow tracking application.	NSSC Procurement RAB SP Team NSSC Procurement RAB CS Team	All Award Process Steps
TechDoc	Prior to 06/19/2017, repository for the NSSC's official electronic records. TechDoc incorporates	NSSC Procurement RAB SP Team	Post-Award Activity: Contract Modifications

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IT System Title	IT System Description	Utilized by	Relevant Step/Activity
	records management features and capabilities such as retention, disposition, security/privacy protection, and reporting.	NSSC Procurement RAB CS Team	

CUSTOMER CONTACT CENTER STRATEGY

The NSSC Customer Contact Center (CCC) will be a primary point of contact for its SBIR/STTR customers. Inquiries received by the CCC are designated Level One (L1), Two (L2), or Three (L3). The CCC opens a Scoped App Solutions ticket for each inquiry. Routine inquiries received and resolved by the CCC are L1 cases. A question unable to be answered or resolved by the CCC (L1) is elevated to L2, the SP Procurement organization. L3 inquiries are those requiring a response from a Contracting Officer (CO) or CS staff. The CCC assigns questions about specific SBIR or STTR awards to the L2 service provider or L3 civil servant responsible for them.

The NSSC CCC can be reached by telephone, facsimile or email as provided below:

E-mail: nssc-contactcenter@nasa.gov

Fax: 1-866-779-6772

Phone: 1-877-NSSC123 (or 1-877-677-2123)

Hours: 8am - 8pm Eastern Standard Time, Monday through Friday

NSSC Procurement has provided to the CCC a listing of civil service and service provider procurement personnel identifying the activities for which each person is responsible. NSSC Procurement has furnished the CCC a list of URL's, Web sites, other pertinent information and Frequently Asked Questions (FAQ's) to assist in responding to routine L3 customer inquiries. Further, NSSC Procurement has designated facilitators and back-up personnel to coordinate with the CCC to ensure the on-going flow of communications between the NSSC Procurement and the CCC.

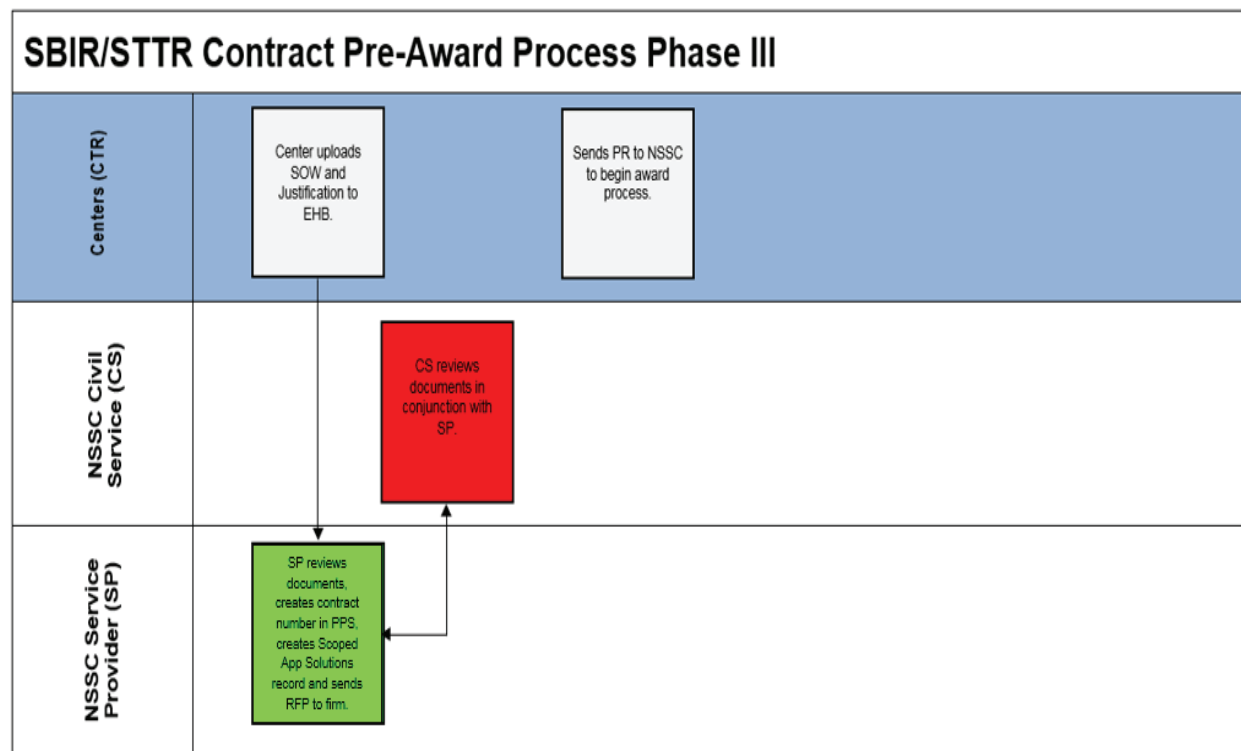
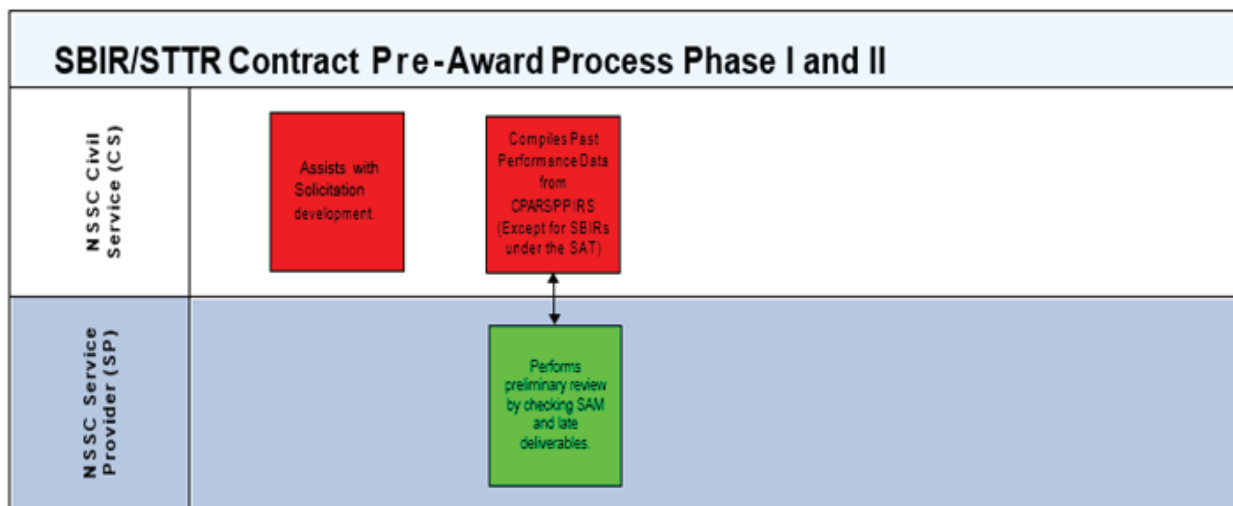
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APPENDIX A - ACRONYM LIST

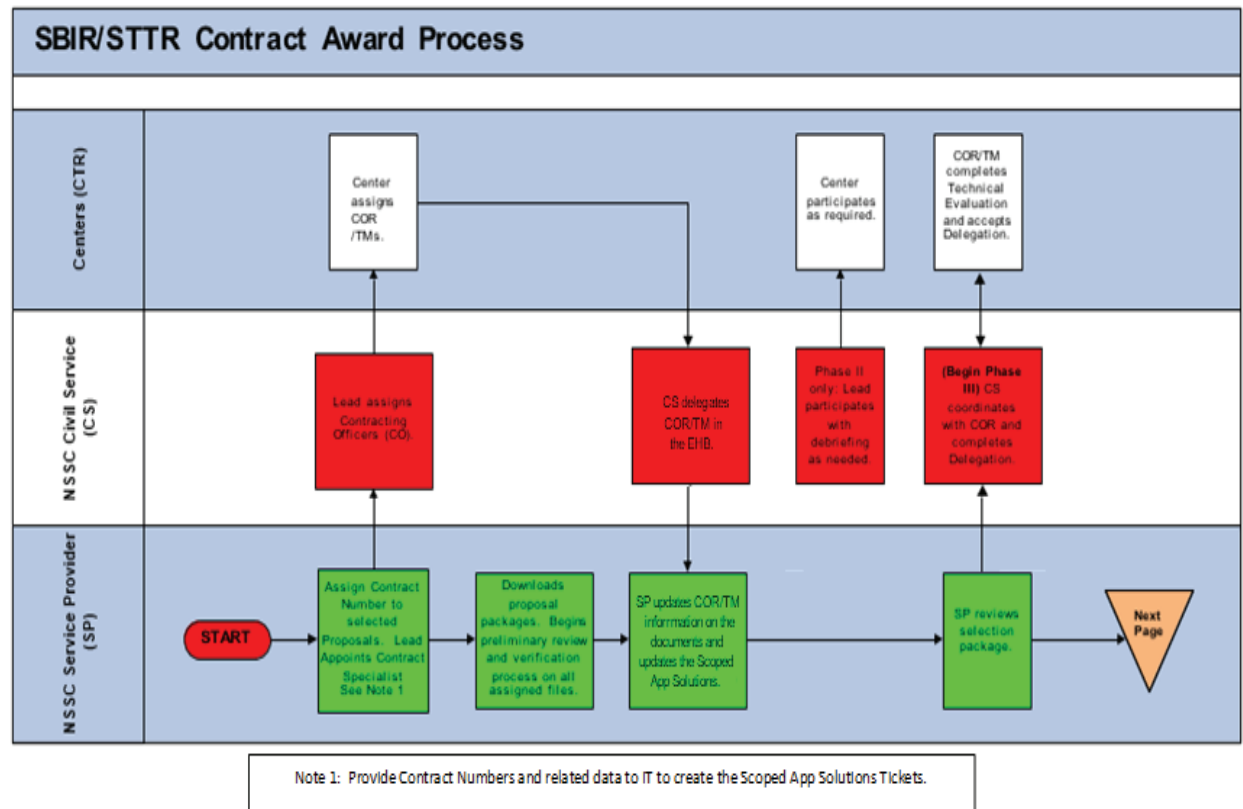
AP	Accounts Payable
BAD	Budget and Accounting Division
CCC	Customer Contact Center
CTTL	Center Technology Transition Lead
CO	Contracting Officer
COR	Contracting Officer's Representative
CPARS	Contractor Performance Assessment Reporting System
CS	Civil Servant
DCMA	Defense Contract Management Agency
EHB	Electronic Handbook
FAR	Federal Acquisition Regulations
FFATA	Federal Funding Accountability and Transparency Act
FPDS-NG	Federal Procurement Data System – Next Generation
FSRS	FFATA Subaward Reporting System
GAO	General Accountability Office
IPP	Invoice Processing Platform
IRIS	Invoice Routing and Information System
NF	NASA Form
NSSC	NASA Shared Services Center
OIG	Office of Inspector General
PI	Principal Investigator
PIC	Procurement Information Circulars
PNM	Price Negotiation Memorandum
PMO	Program Management Office
PPIRS	Past Performance Information Retrieval System
PPS	Procurement for Public Sector
PR	Purchase Request
SAM	System for Award Management
SAP/ECC	SAP Enterprise Central Component
SAP/IEMP	Integrated Enterprise Management Program
SAT	Simplified Acquisition Threshold
SBC	Small Business Concern
SBIR	Small Business Innovation Research
SN	ServiceNow
SP	Service Provider
SSO	Source Selection Official
SSPS	SBIR/STTR Policy Statement
STTR	Small Business Technology Transfer Research
VETS 4212	Veteran's Employment and Training Service

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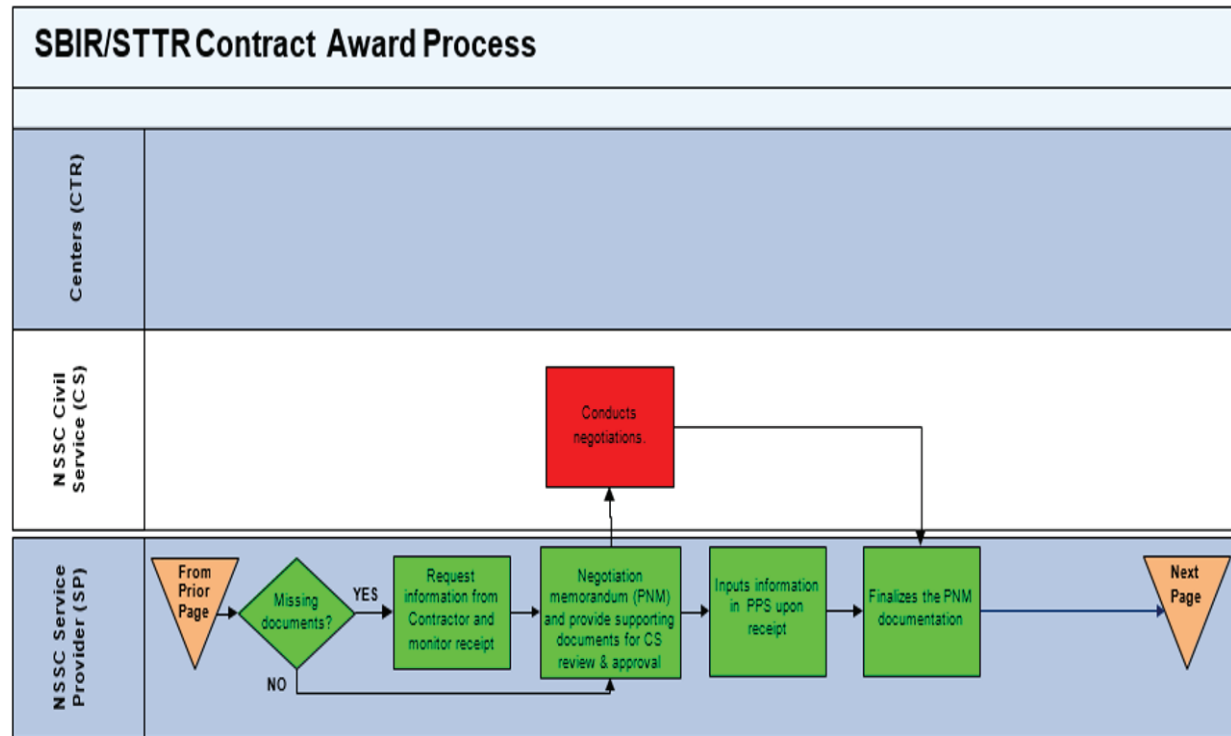
APPENDIX B – WORK PROCESS FLOW DIAGRAMS



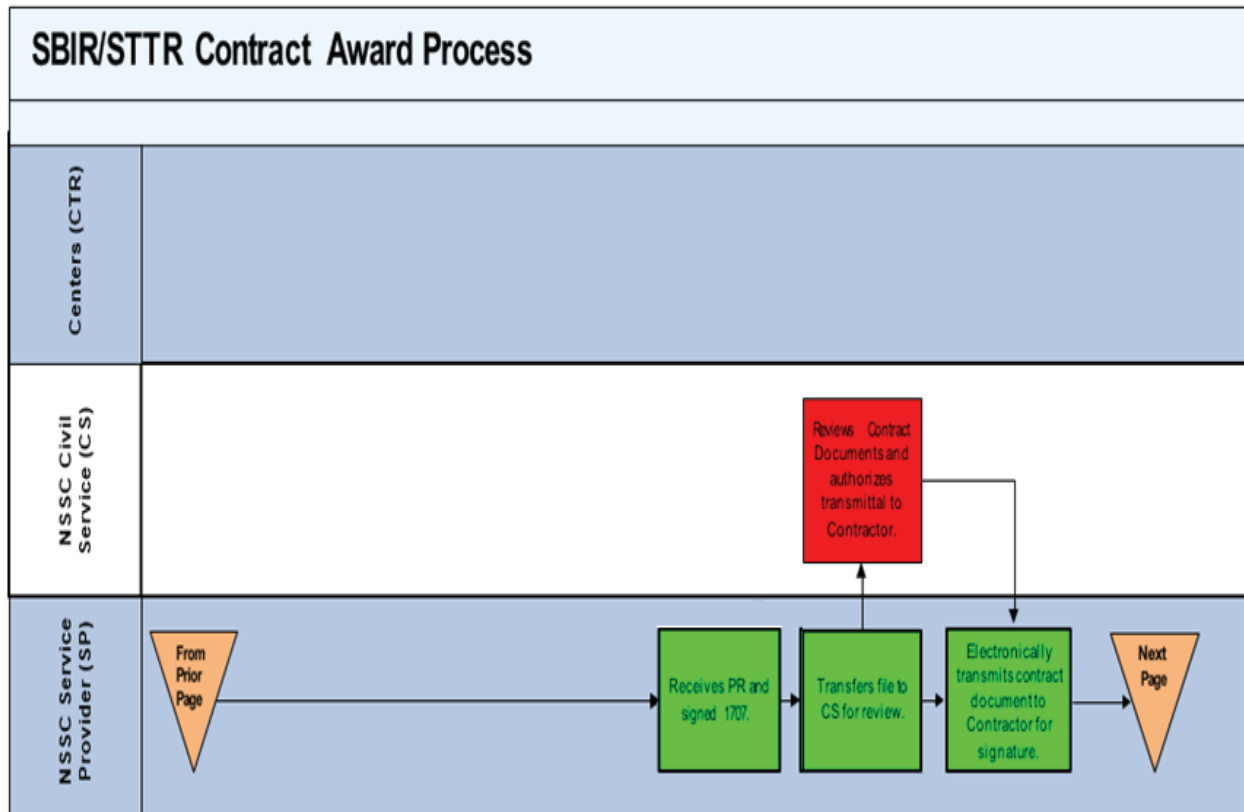
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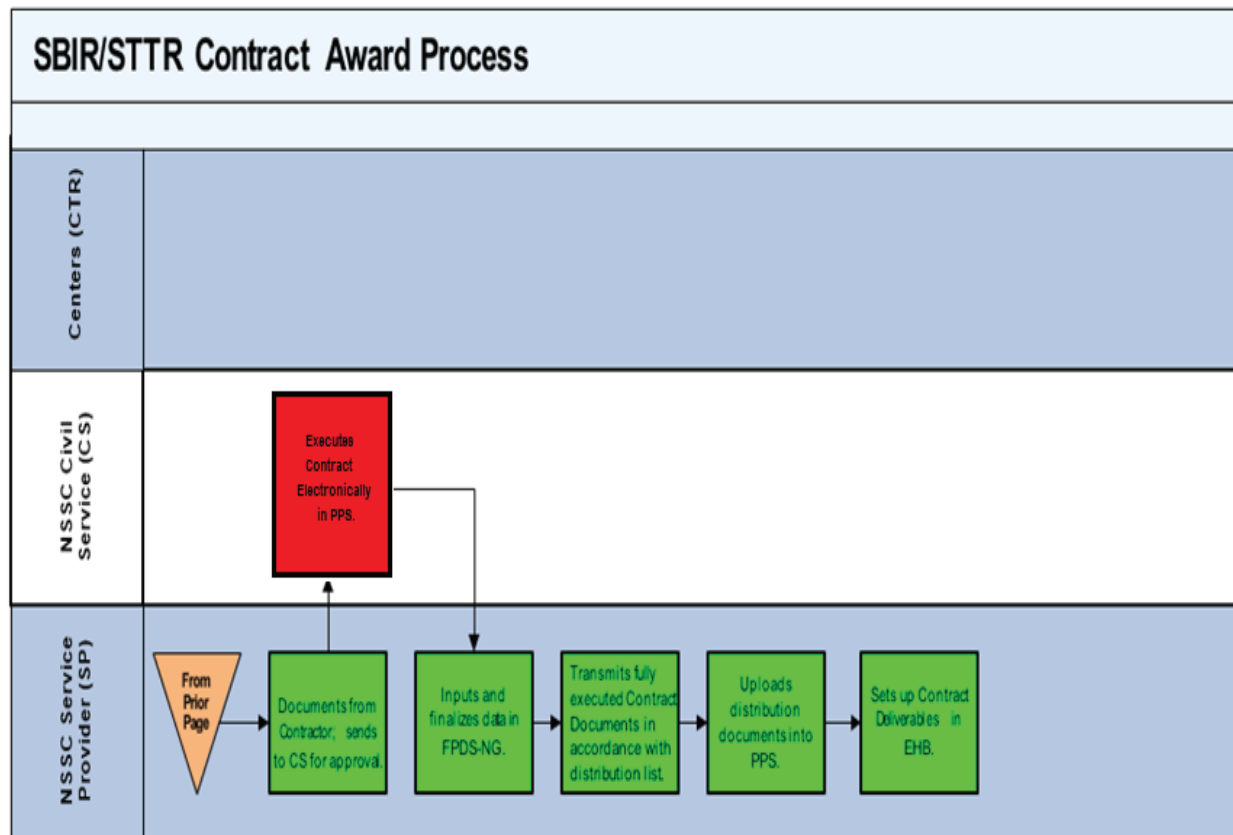
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