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NASA SEWP Program

Success Factors

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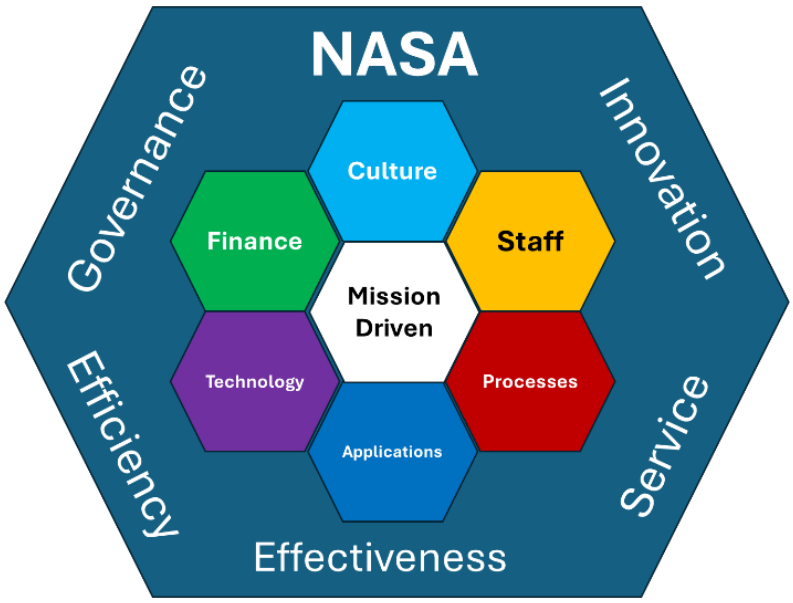
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Executive Summary

What follows is documentation on the NASA SEWP (Solutions for Enterprise-Wide Procurement) Program Office to provide description and details that describe the historic, current and future context 'What makes SEWP so hot?'.

We are pleased to articulate the Cornerstones that and Outcomes which characterize the positive impacts, growth and achievements of the SEWP Program throughout the 30+ years of serving the federal government. Every federal agency has leveraged this Program and their contracts to procure at the speed of mission, and thousands of private industry partners provided their latest technology solutions in support of those missions. We also look forwards to the Forthcoming Enhancements that the Program is bringing to market in 2026.

The key takeaway is that **NASA SEWP is a holistic program** that is **the sum of all parts.** The Program's **culture, technology, staff, applications, processes, financial stewardship** are all a part of **a single organism** that has grown and succeeded in no small part **due to NASA's governance and** culture in support of **innovation, efficiency, and effectiveness,** as well as the Program's focus on **government/ industry partnerships.**



Key Achievements

In developing and executing this mission-driven Program for over 30 years, NASA is proud of its accomplishments and impact.

Achievement #1

NASA SEWP serves the entirety of the federal government. **Every federal agency uses this Program as a tool to procure and secure their ITC (Information Technology, Communication) and AV (Audio-Visual) needs**.

Achievement #2

The NASA SEWP business processes allow federal agencies to **procure at the speed of mission**, averaging less than 1 hour to onboard new and emerging technology sought by agencies for mission execution needs.

Achievement #3

The NASA SEWP Program houses the **largest repository of high-quality part number information in the world** with over 4,200,000 ITC products and services made available for federal agencies.

Achievement #4

The NASA SEWP Program has the **highest level of high-quality transactional information in the federal government**. This data gives the Federal CIO community and OMB what is needed for management controls and enterprise decisions.

Achievement #5

The federal government processes more orders through NASA SEWP Program than all other Best-in-Class IT solutions combined.

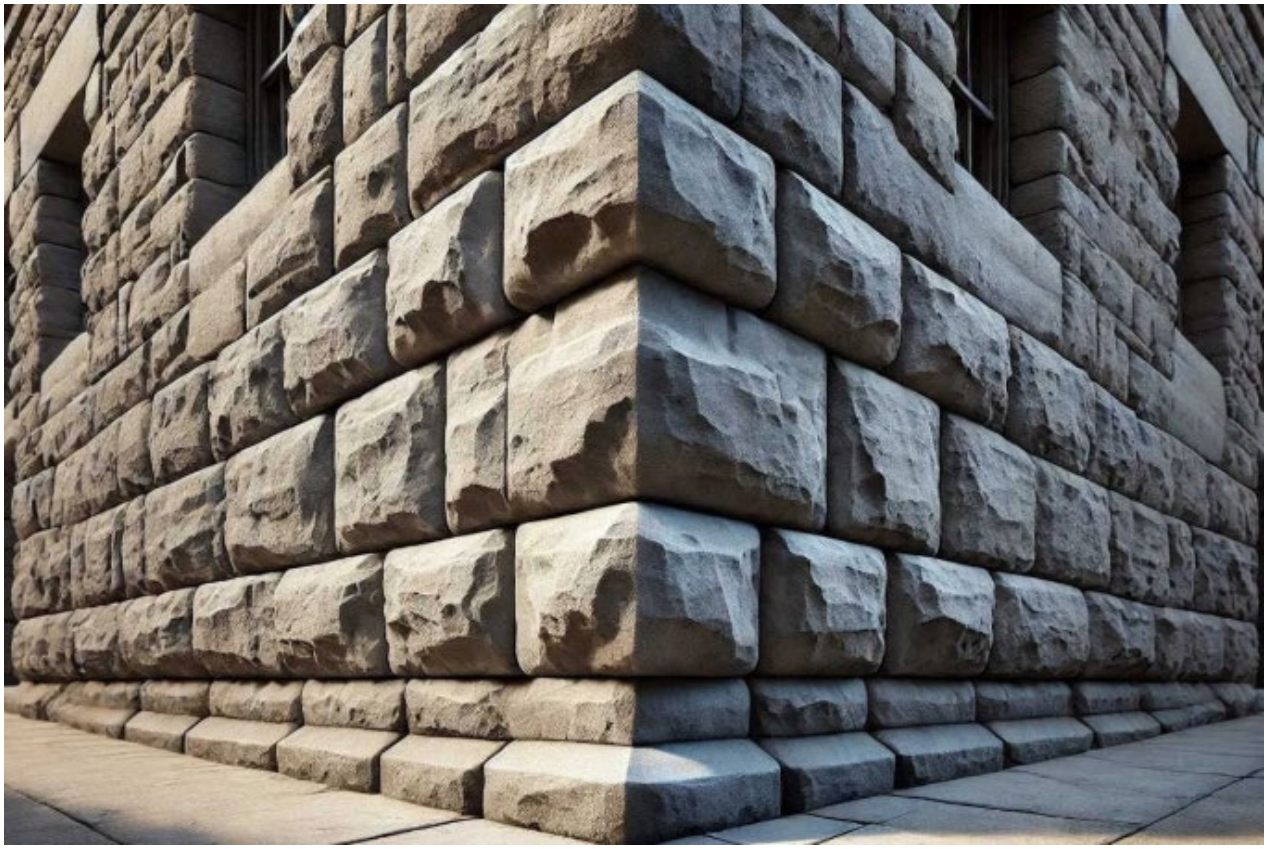
Achievement #6

The SEWP Program achieved this through their **single-pane-of-glass** user experience capturing information at the point of transaction.

Cornerstone(s)

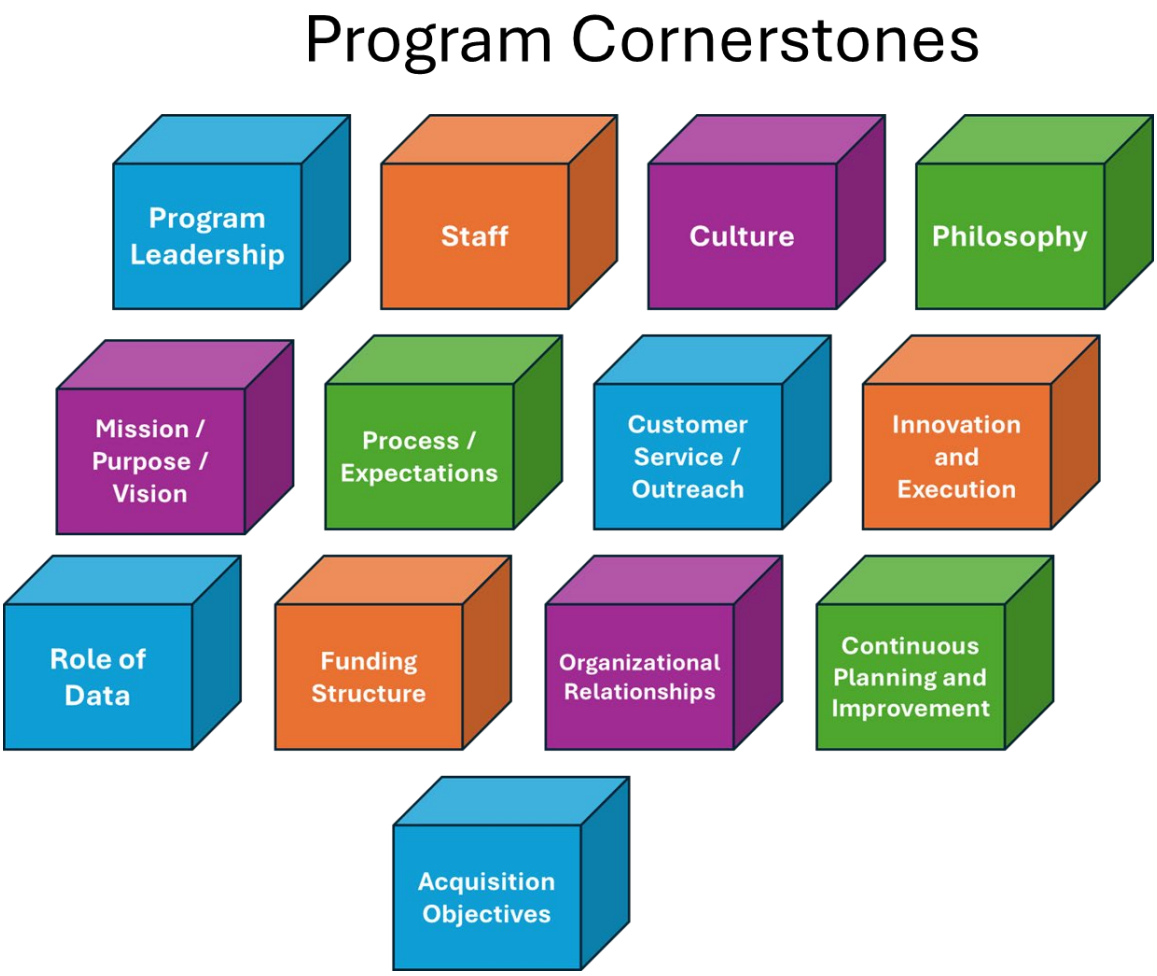
** Cornerstone (noun) – 1. an important quality or feature on which a particular thing depends or is based; 2. A stone that forms the base of a corner of a building, joining two walls.*

"A cornerstone (or foundation stone or setting stone) is the first stone set in the construction of a foundation. All other stones will be set in reference to this stone, thus determining the position of the entire structure." ~ Wikipedia



The practices and principles that form the cornerstones upon which NASA created the government's *gold-standard* acquisition Program. These cornerstones work together to build and sustain the SEWP Program's program, policy and procurement structure.

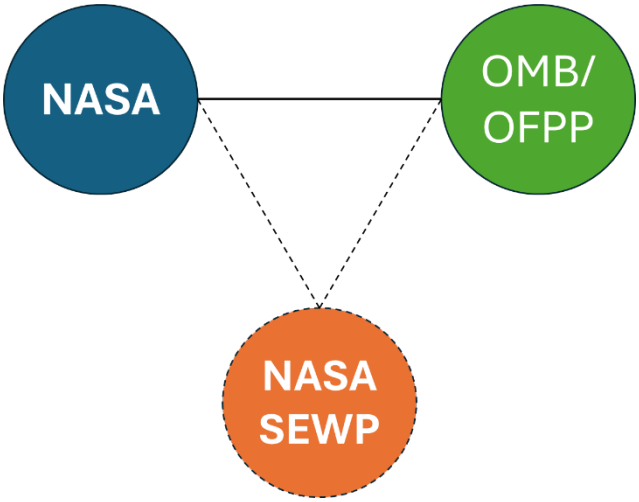
From the initial SEWP I awards in Feb 1993 through today, many factors influenced and molded the program structure supporting the government customers and industry stakeholders. While many factors have and continue to influence SEWP, there are key cornerstones of the Program that lay the foundation for the Program's continuous strategic visions, enhancements and successful implementations. This foundation answers the question of how a program initiated to help a single scientist purchase a computer in 1992 became the single largest IT Procurement vehicle utilized by every Federal Agency with millions of products and services from over 11,000 companies and heralded as one of the most efficient and effective acquisition programs in the government.



Program Leadership

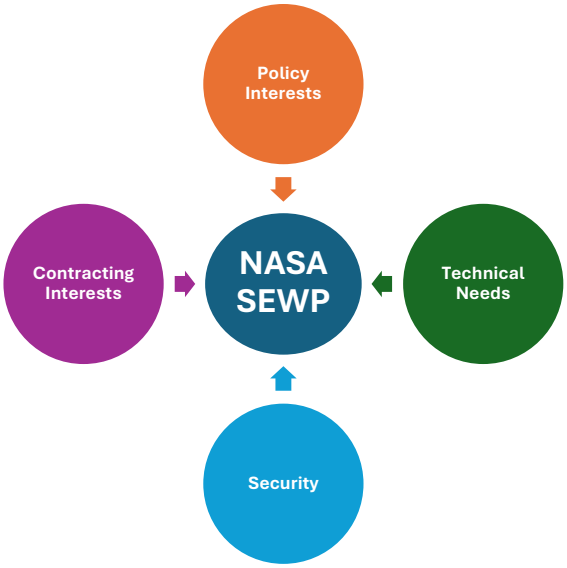
The SEWP Program began with no formal organizational leadership and was initially an Ad Hoc initiative. An Executive Committee included leadership from the Procurement, Policy and Technical managers who initiated the SEWP I contract. NASA subsequently allowed this start-up Program to find its bearings based on customer actions and reactions to the underling concepts.

In 1999 the Program had grown to a point that required a dedicated Civil Servant to serve as its Program Manager and would be tasked with working within the NASA Goddard Space Flight Center Office of the CIO. The Program Manager selected came from the Goddard Science Directorate, with a strong IT background, and was a member of the SEWP Executive Committee from its beginnings in 1992 (and has remained in that position today).



Throughout the history of the Program, NASA leadership, the Office of Management and Budget, and the Office of Federal Procurement Policy provided the necessary oversight to ensure it was accomplishing its mission and function, while also allowing the Program leadership to formulate and execute the Program structure.

This leadership and management structure allowed NASA SEWP to be a source of programmatic innovations, which in turn drove much of its success. This structure resulted in the first Program to conduct electronic contract transactions; the first Program to develop a single interface to transact the exchanges; and the first Program to realize the importance of accurate supplier information and adopt SCRM (Supply Chain Risk Management) practices.



Even as the SEWP Program relocated in 2020 from the stewardship of NASA's Office to NASA's Office of Procurement, NASA SEWP leadership provides the planning and execution of all aspects of the Program. The Program's integrity remains whole as it works in unison with the various intersections of policy, technical, security, and contracting interests. This has been the case since the first SEWP planning sessions in 1992. All work in conjunction with one another, not as separate parties, and the SEWP Program has served at the hub in this spoke-model of interests.

Staff

The second key cornerstone is the staff.

For the first 7 years of the program, day-to-day operational staffing was 100% contractor staff with the Civil Servant Executive Committee oversight. Since 1999, the Civil Servant staff has grown incrementally to support government-specific needs, programmatic oversight and visionary planning. The rapid and continuous growth of SEWP has resulted in an even higher rate of increase in the support contractor staff to support the Program strategic and tactical needs. Throughout the staff growth, the dual roles of Civil Servants and contractor staff have been coordinated to ensure a continuous, strong, dedicated and success-driven culture.

The Program goal of NASA SEWP from its inception was to have all staff see themselves as an integral part of the Program. If NASA has taught anything it is that mission execution is best done in conjunction with each other rather than as separate entities. SEWP leadership and Civil Servants have cultivated staff dedication that resulted in a tremendous amount of institutional knowledge and experience.

The Program has 2 contracting staff members hired in 1993, and a core group of staff members from the early 2000's. As the Program grew and matured, a second wave of

hires occurred about 15 years ago that brought the staff count to about 30 people. A third wave of staff joined about 7 years ago. A fourth wave occurred in recent years, in support of the rapid growth of the Program during SEWP V and anticipated growth in support of the upcoming SEWP VI contracts, to bring the Program to a total staff count of about 150 personnel, including Civil Servants and contractor staff. Combining a long-standing core of experienced staff with a continuous addition of new hires provides a vast knowledge base of institutional memory and experience.

For Program integrity and succession planning, this knowledge is being actively shared, taught, and learned by the newer staff while the Program simultaneously expands its functions and the value we provide to NASA, federal agencies, industry and stakeholders.

Having a core, dedicated, knowledgeable staff is one of if not the most important reasons for the Program's success. Processes and applications may be duplicated, but the people are the fuel that propels the SEWP Program.

Culture

NASA's culture of innovation driving mission success across multiple boundaries was why the General Services Administration asked (essentially required) NASA to engage on the mission of creating the government's pilot GWAC (or government-Wide Acquisition Contract) in 1992.

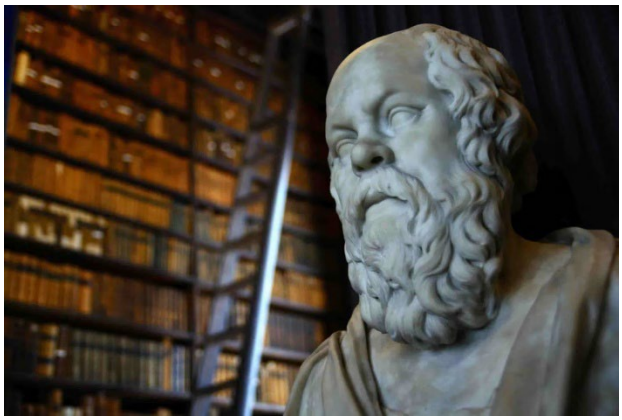


That culturally based mindset, engendered across SEWP's organization translates a sense of mission throughout the organization and stays focused on delivering on that mission.

This culture derives from that mission-oriented view and is the same mindset that drove other NASA programs to push the boundaries of innovation. It drives dedication, continuous learning, trying and testing, failing and then incorporating the lessons into the next success. Doing so also instills pride, ownership, and teamwork.

Staff have stayed at SEWP primarily due to the culture that emanates from NASA and is part of the SEWP Program's DNA. This mission-oriented culture allows the Program to efficiently execute their operations and improve the programs customer service while assisting government agencies execute the business of *their* mission.

Philosophy



There are several key philosophies that have guided SEWP's success through the years.

NASA SEWP is a Program that services the government and Industry in pursuit of the most effective, efficient and innovative IT acquisition methods and procedures. While the Program manages a set of contracts and a digital exchange portal, those are aspects of the Program and not the totality of data, information, knowledge, internal and external interactions, leadership roles, and many other activities and actions undertaken by the Program in pursuit of IT acquisition excellence. The SEWP contracts and portal are merely mechanisms to assist in executing that vision of excellence.

- *Often happy never satisfied* – constant and continuous improvement – is a keystone to SEWP's overall philosophy. This is discussed further later in this document.
- Consistent and continuous exchanges with federal government customers, industry partners, and other related organizations provide insights and influence, internally and externally. SEWP's role is to be a mediator of all sides of the IT acquisition community thereby ensuring government needs are met while also ensuring that the Program's processes and policies are met with industry practices where possible.
- The Program works to align those practices with the government in as effective and cost-efficient manner as possible. The effect of any action, process, or requirement needs to be balanced by how Industry and government operate. This approach has resulted in SEWP becoming a trusted advisor to government programs and industry on matters of policy and federal IT acquisition.
- NASA SEWP is a single organizational programmatic staff. This includes our Program operations, contract operations, fiscal operations, and technical operations under the Program's Civil Servants and the support contractors who serve the Program mission. All operate as one even as each have key specific areas of responsibility.
- The Program Leads (Program Manager and Deputy Program Managers) are ultimately the responsible parties in conjunction, consultation, and guidance from appropriate senior Agency leadership, OMB OFPP and other designated oversight entities.

Mission/Purpose/Vision

NASA is a mission-driven organization, and their SEWP Program is no exception. The Program exists to execute their mission and strive to realizing their vision in doing so. SEWP does not exist to create a funding source or otherwise fulfill other NASA missions.



SEWP PROGRAM MISSION

"The SEWP Program enables NASA and all Federal Agencies to efficiently and effectively acquire mission critical Information Technology, Communication and Audio Visual (ITC/AV) solutions and services via a suite of contracts encompassing a diversity of business sizes and offerings. SEWP's customized reporting, streamlined procurement processes, innovative applications, premier customer service, acquisition insight and government/Industry partnership deliver the Best-in-Class value for the Federal government."

This encapsulates the NASA SEWP raison d'être – or reason for being.

First and foremost, SEWP's mission is to create the construct that enables the entire Federal government to obtain ITC/AV solutions to support their respective agency's mission. This has been the case since the Program's inception. The Program does not exist to impose *how* agencies acquire products and services, but rather to focus on assisting them within their own mission(s) while implementing that agency's own policies and procedures. They are the mission owners and are best situated to understand their mission needs. *The SEWP Program has proven to execute this mission successfully, evidence by its use by every agency in the federal government.*

Efficiency and effectiveness are key components of SEWP's mission. This is a long-held mission pillar, and by all measures and comparisons the Program is recognized as the gold-standard in this regard. "Efficiency and effectiveness" are applied to response times, systems and processes, training – ensuring that SEWP is not an impediment to usage of these contracts for *the government customer's* mission needs.

The mission refers to supporting a wide range of interests, in government and industry, providing access to a wide range of current and future technology and related services. The mission includes innovative and world class information - data tracking, quality, and reporting - which underpin the applications utilized externally by government customers, contract holders and Industry partners/providers. These innovations allow the Program to remain responsive to federal buyers seeking to purchase the critical technology they need to meet mission needs.

The Program's vision (goal) articulates where the Program aspires to be in the near future.

SEWP PROGRAM VISION

"SEWP is the Pre-eminent World-class Leader utilizing a broad range of comprehensive and intuitively accessible processes and methodologies to manage, inform, display and acquire state of the art technology solutions via the visionary SEWP Marketplace and Agency Storefronts."

This vision speaks to the current work which will be fully deployed as part of the SEWP VI transition process. Specifics for the realization of this vision within the coming months are provided in the last section of this document.

Process/Expectations

NASA SEWP began in 1992 with the primary expectation that a mechanism and processes can be created that remove, not add, to barriers for the purchase of the latest IT. At the time it took 6-12 months to facilitate the required signoffs and manual interactions for the purchase of a single computer system. In the early days of SEWP, this was reduced to a monthly activity. As the Program matured, so too did the technical functionalities and associated processes, which in turn led to the development of a one day turn-around for all interactions, customer service, information propagation, technology refreshments, data input and quality assurance, order processing, etc., a Program innovation developed in the 2000's.

Realistically, this does not mean all resolutions occur in one day. Rather, *any action by the Program would not affect the acquisition process by more than one day*. SEWP's processes. procedures, applications and the staff expectations and dedicated execution should minimize the time and effort of government and Industry in responding to the IT acquisition process. A one business day clock is not just a symbol or a promise, it is a central, executed feature of the SEWP Program.

To execute this feature requires a highly integrated suite of processes, applications, and staff capabilities. A prime example is the Program's ability to update contract offerings

within one business day of submission. The manner in which data flows through the systems and processes, including the balance of automation and knowledgeable human-based quality review results in an average 52 minutes per update. Databases, business rules, managed and measurable processes, and custom applications integrated into an educated and informed staff are features of the NASA SEWP Program resulting not only in an efficient one business day timeline but an effective high quality Database of Record. This innovative, efficient and effective process is the result of decades of experience and continuous and on-going improvements to the tools and procedures.



Internally, the SEWP technical and staff-based processes, applications, and procedures form a complex interaction based on information flow and hide the complexity for the external customer (whether government or Industry). The customer process always has primary priority and consideration. Simplification is the expectation when interfacing externally, leaving any complication to be considered and accounted for by the Program. This is an on-going, daily process built into every aspect of the developmental and operational staff.

Customer Service/Outreach/Interaction

Another Program cornerstone, developed at Program inception, is the expectations concerning Customer Service; this includes customer outreach, customer training, help desk and CxO level interactions. It is an *a'priori* condition for the information collected, captured, and provided throughout the system (via sites, videos, tele-conferences, meetings, et. al.). The SEWP Program was practicing and executing what is now called CX, or Customer Experience, long before that term existed. The definition of customer is all-encompassing; inclusive of NASA (first and foremost), OMB/OFPP, government and industry, and other stakeholders (for example the government's supply-chain and security communities).

Customer service, to be effective, must be integrated into every aspect of the Program - not a separate department or concern – and is a Program feature in constant need of growth and improvement, as resources allow. SEWP's Customer Service Team (essentially all SEWP staff are customer service staff) act and interact with two related focuses: Every customer should walk away from an experience with the SEWP Program feeling they are the priority. Every staff member should be aware of the customer and their needs, frustrations, and issues to continuously improve and enhance the experience provided for them.

This customer-focused philosophy resulted in a number of uniquely initiated staff roles (although now imitated at other agencies). From the government customer perspective, SEWP has expanded the base customer service team to encompass a customer experience set of teams including:

- Strategic Training Acquisition Resource (STAR) team personnel focused on the CxO agency leadership.
- Agency Liaisons who are dedicated support personnel who are assigned key agencies such as VA and DHS.
- Storefront Leads assists agencies with creating their agency specific storefronts that also support the respective agency's internal requirements and policies.
- A Contract Holder Relationship Management (CHRM) Team dedicated to direct, daily interaction with all SEWP Contract Holders.
- An Industry support team that acts as an internal point of contact that assist the 11,000 industry providers with their products and services on SEWP contracts.

The Program's role is not to tell the customer (whether government or Industry) what or how to perform their acquisition activities but rather the role is to assist them in the acquisition process that meets their mission needs, policies, and procedures while considering contractual, policy and other external factors.

Innovation and Execution



In 1992 GSA asked NASA to be the pilot Program to test the concept of a government Wide Acquisition Contract (GWAC) vehicle. The request was based on NASA's reputation and capability to bring together contractual, policy and technical expertise, mission-driven mentality, and reputation for developing innovations resulting in successful outcomes. The SEWP Program has integrated those three aspects, contractual, policy and technical, in the various iterations of the SEWP contracts and the customer focused programmatic efforts in support of the IT acquisition community as a whole.

The following are innovations and 'government-firsts' that NASA's SEWP Program can be credited for:

- government's first use of the Internet for government e-commerce.
- First to provide a mechanism of strategic offerings and applications geared to an Agency's own needs.
- First to provide gold-standard data quality and integrity, a first principle for supply-chain risk management, developed for government needs but done so in ways in which Industry (actually) operates.
- First to develop the tools and applications provided to all who participate in the Acquisition process.
- First to develop contractual language that allows for an all-encompassing scope of offerings in a continuous, controlled, highly efficient and effective manner - all predicated on contract language married to technical innovation and capabilities.

Role of Data



The NASA SEWP Program is an information organization, and data is the fuel for the information engine. From the collection of raw data at every juncture of the acquisition process, to continuous data analysis for quality assurance and control, SEWP seeks to maximize the data collected while *minimizing the cost* to the government and Industry. Data captured through the information flow between participants must be of the highest possible quality, and utilized to support the acquisition, budgetary, and inventory processes for which agencies are accountable.

Notably, over 10 years ago, with the guidance and support of the NASA CIO, the SEWP Program pivoted from collecting the minimal data necessary to meet base program, policy and contract requirements to collecting the maximal data possible to excel government and Industry expectations. The business rules, processes, platforms and applications developed by the Program resulted in the world's largest collection of the most accurate detailed information set on IT products, services, and government. This data includes the base information related to the 4,000,000+ unique offerings available for federal agencies from over 11,000 industry providers who originated those offerings (including full information on ownership and other supply chain concerns), the 35,000 active customers, the thousands of customer questions and other interactions, the tens of thousands of annual requests for quotes and responses, and the tens of thousands of order and modifications placed annually.

Not-for-Profit Funding Structure

NASA SEWP's funding structure is yet another cornerstone of the Program. From the Program's inception funding has been an independent component that drives all planning and execution to match the success of the Program. Beginning in 1993, the Program has always been self-funded and self-contained (no NASA funds are used to operate the program, and no Program fees are used to supplement the NASA budget for anything other than the SEWP Program).

NASA's SEWP Program established the government's lowest fee structure by design from the start. This allows, with appropriate oversight, for the Program to grow as usage grows and to innovate and add in new and improved staffing, technology and processes as funding allows. All budgetary decisions are made in the context of balancing the lowest fee with the maximum premier Program. Besides the principle of charging the lowest fee possible, the long-term goal has been to make the fee insignificant at the order level to not be a point of pricing consideration.



What began as a 2.6% fee in 1993 (the lowest at the time) has since dropped to .34%, the current lowest base fee for all IT GWACs. This fee covers all Program operations including all personnel costs (Civil Servant and support contractor) and infrastructure costs to manage and operate this Program. The Program runs as a non-profit rather than a revenue generating business model to maximize profit. It keeps the Program thin, focused, and efficient.

By charter the SEWP Program is self-funded and does not allow the use of their funds for any other purposes than the Program's operations. Funds are invested into servicing and addressing the needs of the Program's agency's customers. The Program can answer every question for every dollar spent in detail. This is evidence through our annual financial audit conducted by the Goddard Regional Finance Office, as well as multiple GAO audits that recognize NASA and their Program for sound fiscal stewardship.[1]

The SEWP Program is required to pay the General Services Administration around 5.2% of the Program's annual budget towards the Acquisition Workforce Training Fund and the GSA IT Vendor Management Office.

[1] Evidence by the 2011 GAO audit that confirmed that NASA was the only agency whose Program funds were dedicated only to the Program.

Financing and Fee Collection

Fee collection is done continuously and is an essential feature of the Program's budgeting formulation utilizing the Program's database as the foundation for an auditable fiscal construct.



Every order is tracked in the SEWP Program's Database of Record, based on data gathered directly from the government's delivery/task order documentation prior to Contract Holder acceptance and execution. Contract holders are also required to send backup files for each order prior to final acceptance to ensure data quality and detailed, line item data collection. This serves as a de facto check and balance for fiscal operations. It is also the basis for the statements which the Program sends to the contractor for collection. The statements track all outstanding fee payments. The Contract Holder is held responsible to remit the outstanding fee based on customer payments. Tracking is done at the order level and is directly tied to the order processing and status collection processes, another example of the highly integrated nature of the entire SEWP Program.

These statements are sent through three stages of notice to the contract holders monthly through the following collection process:

1. A payment due statement is sent to contract holders.
2. A second statement is sent after 30 days if payment is not received. The Program's Contract Holder Relationship Management team is copied. The contract holder is then reminded that this is part of their contract performance for which they are scored.
3. A third statement is sent after an additional 30 days letting the contract holder know that they are now in default, and the Program involves the Contracts team to take the appropriate contractual action.[2]

[2] This has only happened once in the history of the Program due to a contract holder's bankruptcy.

Organizational Relationships (Insights and Impacts)

Since 1992 the Program has sought opportunities both inside and outside the government to participate in strategic activities and initiatives. This includes memberships and participation in traditional government contracting professional organizations such as the National Contract Management Association (NCMA) and the American Council for Technology and industry Advisory Council (ACT/IAC). Expanding beyond these government-policy focused organizations the Program also is actively involved with organizations including The Open Group™ (an international leader for IT standards around technology, security, enterprise architecture, and supply chain) and engagement with the RSA Conference community whose international mission is to "unite the cybersecurity community to create a safer society." Through these organizations, and other interactions within conferences and associations, the NASA SEWP staff collaborate with key government and industry personnel in arenas that focus on the full spectrum of IT acquisition and security concerns beyond acquisition policy-centric discussions.



The SEWP Program takes a leadership role in bringing together industry and government leaders particularly regarding cyber supply chain risk management (C-SCRM) and IT security policies and responsiveness. The in-depth understanding of the innumerable issues facing industry greatly influences how SEWP implements industry requirements, and the application and processes to assist in bridging government needs with industry capabilities. Industry outreach and interactions are melded with a continuous flow of information and ideas, both formal and ad-hoc, with numerous Agencies, including NASA, DISA, ODNI, CIA, NIST, FBI, DOJ, DHS, Treasury, State Department, USDA, GSA, OMB and many others.

Continuous Planning and Improvement

NASA's technical innovative spirit was a key reason for being selected as the GWAC pilot program. The culture of continuous improvement, embodied in the previously noted philosophy of 'Often Happy, Never Satisfied', is a daily phenomenon that underlies the strategic planning, innovative growth and operational execution of the Program.



There are several factors providing an impetus for change:

- Supporting the customer, first and foremost.
- Providing resources, through growth, to effect change (in business terms, re-investing in oneself) while remaining a proper steward of the taxpayer dollar.
- Seeking new, better and innovative ways to obtain data and information and ensure the highest quality possible requires constant enhancement.
- Focusing on what can be done today and what might be done tomorrow. The Program is always driving forward to keep pace with evolving technology, as well as contending with fluid government policies, goals, and initiatives.
- Learning and understanding through government and industry interactions in their current and future environments.
- Utilizing that government/industry knowledge to improve SEWP's operations and decision-making: investing most effectively in assisting federal agencies meet their mission needs.

Acquisition Objectives

The final cornerstone of SEWP's success is the four acquisition objectives first articulated in 1992 that shape what NASA seeks to achieve through the SEWP contracts (where the acquisition objectives reside) and the SEWP Program (where those objectives are realized).

While slightly modified over the past 32 years and 6 Contract iterations, the base meaning and wording has remained essentially the same:



1. To provide hardware and software solutions and services available to address an increasingly difficult, complex, and changing set of NASA-specific scientific and engineering problems while also providing Information Technology, Communication (and Audio Visual (ITC/AV) product-based solutions and/or services to assist all Federal Agencies in meeting their mission needs.
2. To provide a suite of ITC/AV services to assist the government in maximizing their infrastructure by leveraging industry's latest offerings including cloud services, managed and shared services, consulting, training and support, and operational and engineering services.
3. To provide the federal government with a wide range of ITC/AV hardware, communications, audio-visual and related hardware, software, and ITC/AV services to enhance the federal government's Information Technology capabilities.
4. To embrace and facilitate innovative procurement transactions and processes that will place a minimal administrative burden on the customer, contractor, and the government while minimizing incompatibilities and maximizing strategic decision-making across the ITC/AV infrastructure.

Outcomes

This section describes major aspects of the NASA SEWP Program, which are the result of the SEWP Program's cornerstones. Each relies first and foremost on a strong, dedicated, expert staff with decades of experience in each area. That staff brings their knowledge and capabilities to bear on all the noted processes and applications to ensure the Program's efficient, innovative and effective support of the government and industry customers and partners.

Although this section details the key elements of the Program separately, SEWP's success depends on the seamless integration and ongoing interaction among these components. Each element contributes to the whole and cannot function effectively on its own. This section is not meant to detail every aspect of SEWP's Program operation. The goal is to illustrate key factors to SEWP's success through the execution of these elements. Any one of these elements would require volumes of information to fully articulate their operation and outcomes.

Before exploring the core aspects of the SEWP Program, it is important to highlight an overarching component of the Program's infrastructure that drives and sustains its success.

Program Database of Record



The SEWP Database of Record (an official extension of the SEWP contracts) captures all activities, contains all applications, and efficiently and effectively processes data captured through a central platform. It is a collection of databases and other information sources which evolved over the decades. There are several key principles that have consistently guided its development and functionality:

1. **Flexible Data Structure**: The database must support current requirements while allowing for continuous updates and expansion with minimal delay in supporting new challenges.

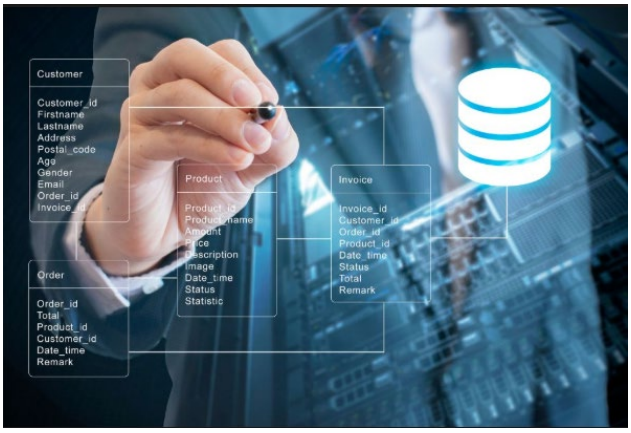
2. **Single Source of Truth**: To the greatest extent possible, all information delivered through the website, applications, and reports must derive directly from the database in real-time. This ensures accuracy, eliminates stagnant data, and allows for immediate updates.
3. **Comprehensive Tracking**: Beginning with SEWP V, the database captures all information related to requests for information (RFIs), requests for quotes (RFQs), and subsequent orders. This includes both order-level data (e.g., agency, site, date) and line-item details (e.g., part numbers, pricing), as well as order status and other user actions and tracking metrics.
4. **Quality Assurance Focus**: Data integrity is paramount—without rigorous quality assurance, data can quickly become meaningless or misleading.
5. **Support for Agility and Efficiency**: The database must enable both large-scale application development and immediate, on-the-spot actions or updates. It should enhance speed and efficiency rather than hinder Program operations.

Customer Database

SEWP serves more than 35,000 active government customers, with an average of 40 new customers added daily.

Customers are added to the database through several channels:

- Website registration, with controls to verify valid government or authorized contractor status.
- Training participation.
- Order placement, whether via delivery order or credit card.
- Reference in a Request for Quote (RFQ) as a secondary contact.



Information collected through these methods includes names, official addresses, agency, organization, office, phone number, email, training status, interaction level, title communication preferences, etc. Personal Identity Verification (PIV) data, such as phone

numbers, are never displayed outside of the SEWP Program. The SEWP Program considers all data to need both quality assurance, quality control, and usage control.

Quality Assurance (QA) is performed daily on all new and modified entries to ensure accuracy and reliability. The result is one of the most robust and accurate acquisition customer databases in government.

Contract Holder and Industry Relationship Management

In addition to the 138 contract holders under SEWP V, the Contract Holder Relationship Management (CHRM) and Industry Support teams oversee more than 11,000 companies offering products and services through these contracts—referred to as *providers*. The Program continues to grow, adding 15 to 25 new providers each week. (The number of contract holders will significantly expand when SEWP VI is awarded, as has occurred in each SEWP contract iteration).

Contract Holder Relationship Management (CHRM)

The CHRM Team serves as the primary conduit between government customers and contract holders, managing an average of 560 customer support tickets and requests per week. Their responsibilities include:



- Collaborating with Contracting Officers on contractual issues and modifications.
- Assisting customers with inquiries related to requirements and order status.
- Monitoring thousands of Requests for Quotes (RFQs) to ensure accurate and comprehensive responses.
- Troubleshooting technical issues with Contract holders on issues such as submission of Technology Refreshment requests, quotes and order updates.

The CHRM Team maintains continuous direct interaction with all contract holders, ensuring their information, communications, and reports remain current. They also track performance through daily Program metrics and contract-based data, supported by a suite of internal applications used for daily operations.

An innovation dating to the earliest days of SEWP is the Contract Holder Program Performance tracking and reporting. Unlike past performance metrics such as CPARs, Program Performance is a live, continuous contract level tracking based on 5 key elements: Reports, Customer Satisfaction, Information Distribution, Contract Adherence and Delivery. Each element has 5 possible ratings based on current adherence within each factor: Excellent; Very Good; Good; Poor; Neutral. The ratings are updated real-time (i.e. if an adverse action concerning Contract Adherence occurs the associated rating will drop accordingly) and available publicly to be used in a government customer's best values decision making. Government customers are also directly notified if a quote is submitted to their request for quote from a Contract holder with a poor rating. The goal is to encourage Contract holders to act according to the Program and Contract requirements and procedures.

Reports Click for more info	Customer Satisfaction Click for more info	Information Distribution Click for more info	Contract Adherence Click for more info	Delivery Click for more info
Excellent	Excellent	Excellent	Excellent	Neutral
Excellent	Excellent	Excellent	Excellent	Excellent
Excellent	Excellent	Excellent	Excellent	Neutral
Excellent	Excellent	Excellent	Excellent	Excellent
Excellent	Excellent	Excellent	Excellent	Excellent
Excellent	Excellent	Excellent	Excellent	Neutral
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Excellent	Excellent	Excellent	Excellent	Excellent
Excellent	Excellent	Excellent	Excellent	Excellent
Excellent	Excellent	Excellent	Excellent	Neutral
Excellent	Excellent	Excellent	Excellent	Neutral
Excellent	Excellent	Excellent	Excellent	Very Good

Contract holders access a separate external suite of tools via the Contract Holder Only Page (CHOP). These applications enable them to:

- Respond to customer requirements through a solicitation portal (e.g., RFQs).
- Submit technology refresh requests to add new solutions to contract and provide order status updates for customers.
- Monitor and report on order status, payment status, open requirements, and overall usage.

The CHRM Team also performs quality assurance and review of contract holder data and offerings. In coordination with Program staff and the Industry Team, they evaluate hundreds of weekly requests involving non-standard items—such as configurable or bundled products, mission-specific requirements, and scope or consistency checks across contract holders.

Industry Relationship Management

The Industry Team manages relationships with the more than 11,000 providers listed on SEWP contracts and handles approximately 25 customer service requests per week. Working closely with the Program, Procurement, Customer Service, and CHRM staff, the Industry Team:

- Reviews all new provider addition requests (averaging 15–25 per week).
- Monitors and updates company data as providers merge, divest, or otherwise change.
- Provides direct email and phone support to industry partners.



Providers interact with SEWP through the Provider Only Page (PROP) - a secure portal that allows them to collaborate directly with authorized contract holders, granting permission to resell their offerings either broadly or for specific opportunities. The Industry Team also manages and verifies authorization communications for all providers.

Approved Reseller Process

The SEWP Program Office recognized that Letters of Authorization (LOAs) are an inadequate mechanism for conveying reseller relationships among manufacturers, distributors, and resellers. LOAs pose numerous issues unless tied to a specific requirement, time frame, and clearly defined parameters, among other factors. Key concerns include:

1. LOAs can be issued by anyone within a company, without consistent oversight or restrictions.
2. There is no standardized definition of an LOA—each company interprets and applies it differently.
3. Many companies have no established LOA process, varying widely in whether and how they allow reselling.
4. Authorizations are often partial or conditional—limited to certain products, customers, or opportunities—and can be revoked or revised at any time.
5. The lack of standardization leads to inconsistency: some firms impose strict requirements (training, reputation, financial stability), while others grant broad authorization or use them to restrict competition.

Recognizing these challenges, SEWP has developed a robust, flexible authorization / approval process that accommodates blanket, single-use, and agency-specific authorizations. This process is controlled by each company, allowing them to manage reselling relationships according to their internal policies. Authorization is done directly with the end company (e.g. Original Equipment Manufacturer (OEM), and not through third parties or via generic letters. Where possible, SEWP ensures the authorization is from the correct section of that company, e.g. a US federal authority, not a commercial authority.

Customers benefit through transparency and choice: they may restrict RFQ responses to authorized resellers or open responses more broadly and conduct their own risk-benefit analysis. SEWP supports this by providing verification documents with each quote, detailing line-item authorization levels in alignment with NIST Supply Chain Risk Management (SCRM) standards. SEWP does not perform risk analysis on behalf of customers but ensures they have complete and reliable data to make informed risk-based decisions with accurate rather than questionable (LOA) data.

Provider Addition Process

To list offerings on a SEWP contract, the first step in the multi-stage process is to add the prospective provider to the system. Contract holders initiate this process by completing an online request form. The system automatically checks to ensure the company is not

already listed (accounting for variations in names or subsidiaries) and verifies that it is not on any prohibited or restricted lists.

The Industry Team reviews the submission, confirming accurate company name, address, and parent entity website—an essential step in the SCRM process. This helps identify potential foreign ownership or other factors relevant to government review.

Once approved, the new provider can specify whether the requesting contract holder(s) are authorized to resell their offerings. These requests are typically processed within one business day, often within hours.

The SEWP database is among the most comprehensive of its kind—rivaling or surpassing comparable public and private systems. Planned enhancements will further expand its data quality, scope, and usability including collaboration with the Intelligence community.

Collaboration Across Teams

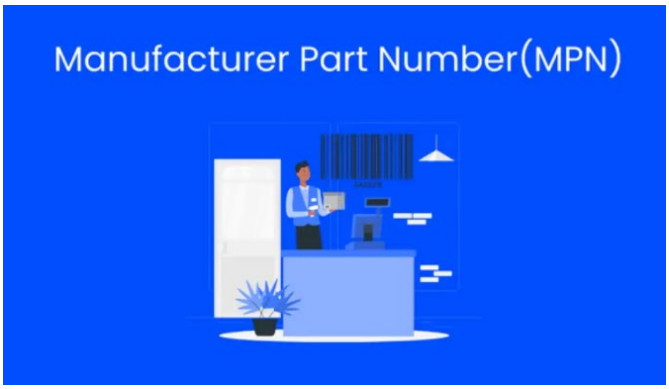
The CHRM and Industry Teams rely on close coordination with multiple Program Office functions, including Procurement, Customer Service, Finance, Outreach, and Technical Support (database and application development). The activities described above represent only the most visible portions of a broad, collaborative infrastructure that underpins SEWP's operational excellence.

Offerings (Part Number/Services) Database

A core component of the SEWP database is the product and services at the line item (part number) level, representing the premier source of data on offerings across SEWP contracts. The database is designed with multiple layers to accept, quality control, analyze, display, track, and report data. While NASA has evaluated private industry databases, none matches the depth of SEWP's system, processes, and data integrity. Note: throughout this section part number refers to product part numbers, service related identification numbers, labor rates, etc.

A foundational principle of SEWP is to collect as much accurate and useful information as possible, enabling government customers to make informed decisions. Since SEWP V, the part number database has also allowed agencies to create Storefronts—customized collections of offerings that comply with agency requirements and policies, such as

approved network product lists. Part numbers also underpin SEWP's in-depth reporting capabilities provided to agencies including OMB and GSA.



While the Program updates an average of over 11,000 part numbers daily, with responses typically under an hour, this is only possible through a combination of automated processes, human review, and semi-automated quality assurance. In SEWP VI, these processes will be further enhanced with additional controls, tracking, and reporting.

Part Number Submission and Automated Checks

Contract holders submit requests to add, update, or delete offerings via a technology refreshment form. Before a submission enters the SEWP system for review, two automated checks occur:

1. Error Check: Ensures accuracy of critical fields, including provider validation, completeness of data, and compliance with pricing requirements (e.g., SEWP pricing must be below GSA pricing due to contractual obligations).
2. Flagging for Review: Identifies potential issues requiring human review, such as price comparisons with other contracts, correct assignment of part numbers to providers, scope compliance, and changes to key CLIN-linked information.

CLIN Concept

A Contract Line Item Number (CLIN) represents a unique instance of a part or offering by an individual SEWP Contract holder. Each CLIN can be entered into the Database of Record only once.

- For immutable, non-configurable items, such as a 3-foot HDMI cable, a single CLIN typically corresponds to one offering (part number).

- For configurable items, multiple CLINs may be assigned to the same part to reflect variations such as memory, features, or pricing. For example, a Dell laptop with 4 GB memory has a different CLIN than the same model with 8 GB.

Highly configurable offerings, including warranty items, require detailed descriptions and supporting documentation to differentiate CLIN instances. SEWP maintains a strict axiom: each CLIN must be correctly priced, accurately described, and in scope. Offerings are added or declined within hours based on compliance with contractual and programmatic requirements.

Quality Assurance and Accuracy

Several features make the SEWP part number database uniquely comprehensive:

- **Provider Verification**: Each part number is assigned to its originator provider.
- **Automated and Human Checks**: For major providers, SEWP maintains extensive knowledge of part numbering conventions, ensuring accuracy (e.g., Apple vs. Dell part number formats). Prefixes or suffixes are not allowed, preventing misleading comparisons across contracts. Both the initial technology refresh process and subsequent continuous quality assurance processes provide checks and balance to maintain consistent part number structuring.



- **Same-Day QA Reviews**: Daily reviews verify new entries, including alignment with Electronic Product Environmental Assessment Tool (EPEAT) certifications managed by the Global Electronics Council. NASA is recognized as the only truly up-to-date verified database for EPEAT certifications.

- **Ongoing CLIN Monitoring**: Checks ensure that CLINs remain unique over time and are not reused for different offerings. This integration supports order processing and reporting.

Key Differentiators

- Strict CLIN uniqueness prevents vague or variable pricing, inconsistent descriptions, and inaccurate supply chain information.
- The database maintains data integrity, ensuring that offerings, pricing, and authorization statuses reflect reality.
- All CLIN-related information is provided to government customers during their requirements stage, enabling them to make decisions based on accurate, actionable data from the government database, not from industry.

RFQ/Ordering Database

SEWP Quote Request Tool (QRT) Overview

Note: For simplicity, the term Request for Quote, or RFQ, will be used to refer broadly to several forms of requests, including Market Research Requests (MRR) and Requests for Information (RFI). While the SEWP system allows customers to distinguish among request types, all requests are treated similarly, with minor exceptions, such as RFIs do not require offerings to be on contract, whereas Market Research Requests and RFQs do.

Requirements-Based Process

SEWP operates on a requirements-driven model: the government submits requirements, and Contract Holders respond using either existing CLINs or by requesting new CLINs to submit quotes. With SEWP V, a second option - the Strategic Storefront - provides a static, pre-approved suite of CLINs. Agencies determine which CLINs are available in their Storefronts, enabling direct purchases or RFQs based on those offerings. Storefront creation begins with an RFQ (or more specifically, a Request for Storefront, RFS).



The QRT (Quote Request Tool) integrates numerous features, making it one of the most robust tools of its kind. While the full functionality is too extensive to cover in detail, the main features are described below.

Creating and Managing Requests

Upon entering the QRT, customers are notified of any available Agency-specific or government-wide Storefronts. At any point, customers can:

- Create a New Request, including using a previous request as a template.
- Manage Draft Requirements, allowing saving and future editing.
- Amend an Existing Request.

Fair Opportunity and Requirements

The Fair Opportunity form allows customers to select requirements by category and by ‘set-aside’ with a built-in functionality to meet FAR 16.505 Fair Opportunity requirements.

Verifiable Criteria

Customers can select verifiable criteria for quotes, including:

- Authorized/Approved Resellers
- EPEAT certification levels
- Brand names (with FAR 16 justification)
- TAA compliance
- ISO 20243 certification (international supply chain risk management standard)

SEWP VI will have additional options, such as CMMC certifications. Quotes meeting all selected criteria are displayed prominently; others can also be reviewed but are secondary. SEWP provides a detailed Verification File with each quote, documenting CLIN-level pricing, savings, and compliance with verifiable criteria. The functionality will be further enhanced in SEWP VI.

Collaboration and Notifications

Customers can:

- Specify how they receive notifications of submitted quotes.
- Grant co-worker access to RFQs and submitted quotes for collaboration, with read-only or full permission.
- Enable an online Question & Answer period for transparent communication.
- Define the RFQ open period.

Once submitted, the RFQ functions include:

- Viewing quotes
- Updating additional contacts
- Amending or extending the RFQ
- Canceling the RFQ

- Creating a credit card order or printing results for a delivery order
- Transmitting award notifications to contract holders
- Engaging in direct discussions with responders, including price negotiations

Order Processing

When an RFQ becomes an order, the SEWP Program Office ensures all items are on contract and priced at or below contract rates. Order data - such as order number, pricing, customer POC, agency, organization, and date - is submitted and verified by the contract holder with customer notifications.



SEWP tracks orders to completion, providing online and email order status to customers. Late orders are flagged, and contract holders are held accountable through direct interaction and Program performance ratings. All modifications must also be processed and tracked by the SEWP Program Office.

Team Collaboration and Quality Assurance

Throughout the RFQ and order process, multiple teams - including CHRM, Industry, Customer Service, Order Processing, and QA - coordinate closely. For example, if an RFQ receives no quotes, staff assist the customer in diagnosing issues and recommending next steps.

Quality assurance is continuous, particularly during order processing, to ensure accuracy and compliance. Every SEWP activity operates under a one-business-day response standard, requiring seamless coordination of automated, semi-automated, and fully human processes.

Strategic Agency Initiatives

To provide a fully realized Federal IT Acquisition process, NASA SEWP addresses not just individual customer needs via processes such as the technology refreshment and Quote request tools noted above. Broader factors have emerged over the years.

One key factor was the increasing oversight and responsibility of government CIOs, emphasizing reporting, accountability, and control over IT purchasing decisions. Concurrently, OMB initiated a pilot government Strategic Sourcing Program, standardizing laptop and desktop purchases. Similarly, the VA centralized IT purchasing through SEWP, and DHS required a centralized acquisition vehicle for security-related offerings.

NASA responded through multiple initiatives, including:

- Enhanced data collection and quality assurance for all offerings (see Program Database of Record above).
- Expanded tracking and reporting to capture maximum available information within the IT acquisition process (See Reporting below).
- New staffing within Customer Service and Outreach, focused on strategic engagement with CxO-level stakeholders (see Agency Decision Maker Engagement below).
- Creation of government-wide and agency-specific designated offerings, i.e. Strategic Storefronts.

A Strategic Storefront allows an agency—or an organizational unit within an agency—to define a curated list of technology and services that meet specific technical, policy, and/or acquisition requirements.

Hundreds of storefronts have been established across Federal Agencies in SEWP V. One example is the NASA SEWP CDM (Continuous Diagnostics and Mitigation) Catalog, which contains products approved on the CDM Approved Products List (APL) by DHS. The APL supports the Cybersecurity and Infrastructure Security Agency (CISA) CDM Program and is available to all Federal Agencies. It is the authoritative source for products that meet CDM technical requirements, including associated maintenance, training, and tools.



Manufacturers and resellers may submit products monthly for CISA review, which validates that each product meets the applicable CDM capability category. Products are organized by defined CDM capability areas.

Storefront Implementation and Support

SEWP has designed Storefronts to be effective, efficient, and user-friendly for both government customers and Industry participants, requiring full Program coordination.

- **Technical Infrastructure**: Application and database setups provide the underlying framework.
- **Customer Service Support**: The STAR (Strategic Training Acquisition Resource) Team and Agency Liaisons collaborate with the technical storefront support team to assist agencies and

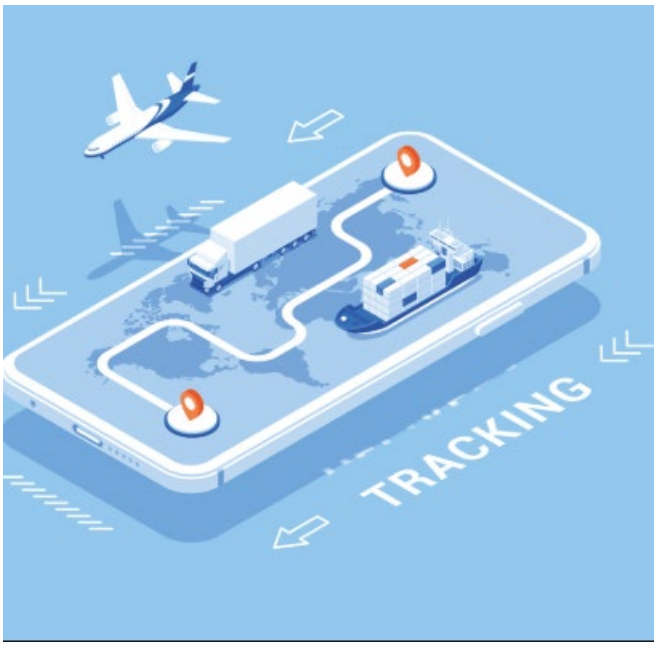


customers in storefront setup and usage.

- **Industry Coordination**: The storefront support team works closely with the Contract Holder Relationship Management and Industry teams to ensure initial requests are responded to, offerings are available, and fulfillment occurs.
- **Outreach and Communications**: The STAR Team documents and informs CxO-level staff about the benefits and best practices, while keeping government customers informed of available storefronts for their agency.

Through this integrated approach, SEWP enables strategically curated offerings while maintaining accessibility, compliance, and operational efficiency.

Tracking (Requests/Orders/Tickets)



The SEWP Program is, more than anything, an information organization – information that is collected and information that is shared. The Program houses a level of commercial and acquisition data that is unique in government contracting, and the Program works to ensure that decision makers are provided that data readily, accurately and completely. This information includes the order information that is collected through the Program's order-related processes. It also includes the electronic communications with the agency customer base and often expressed through customizable reports provided to CxO level leadership across government including the Office of Management and Budget (OMB).

Customer Service Ticketing System

The Program maintains detailed tracking for all electronic communications (customer service tickets). The ticketing system is an internal management control that ensures accuracy and timeliness in responses for all digital exchanges. The Program also measures and maintains internal metrics to ensure that all incoming tickets receive a response within one business day, and has responded to over 180,000 customer requests for assistance in SEWP V.

The government agency customers can access the ticketing system which maintains a history of all tickets they've submitted. Program responses are comprehensive, therefore the customers can return to past questions and answers for file documentation and to reference historical guidance for similar concerns and questions.

Orders

For federal agency contracting officers, the order level transaction verification file that the Program provides includes almost all the necessary data needed to record the transaction in FPDS as required and support agency level acquisition tracking and reporting. This file includes information on what they bought, for how much, and includes additional information including TAA compliance, CLIN level pricing tied to the company's part number, accurate information on the OEMs including company/provider information such as headquarter locations and whether it is a US-based company, and other key datapoints for them to complete their task.



The Program also tracks information such as “no response” for RFQs placed through their system. The Program proactively works with the agencies to determine any issues and ensure requirements have the needed clarity for contract holders and industry to mediate the situation and obtain what they seek at the speed of mission.

The order tracking and ticketing system monitors what is being placed on contract and bought and ensures compliance with existing policy and procurement rules. Examples include the verifiable option and other features noted above in the Quote Request Tool section.

SEWP as an Information Hub

A central feature of the SEWP Program is its role as an information hub for Federal Agencies and Industry throughout the acquisition process. SEWP provides a wide range of information in a manner designed to maximize completeness and reduce time and effort for government customers. This section highlights key examples.

SEWP Knowledge Base and FAQs

SEWP maintains a knowledge base with FAQs of over 100 Questions and Answers across eight categories. Unlike typical websites, the SEWP knowledge base is designed for comprehensive acquisition guidance, providing direct references to contractual, FAR, and policy sources rather than simple “yes/no” answers with brief explanations. This ensures that customers receive accurate, actionable information aligned with official requirements.

Contract Information

SEWP provides up-to-date and complete contract information on-line, including:

- Direct access to current contracts and modifications via Contract Holder pages.
- Verified points of contact, business size, and SEWP-specific web pages maintained by the Contract Holder Relationship Team.
- Listings of all incorporated contract clauses for review and documentation.



Questions regarding contracts are routed to the SEWP SPACE (SEWP Procurement, Acquisition, Contract, Execution) Team, which consists of Program and Procurement specialists. Responses are provided within SEWP's standard one-business-day timeframe.

Agency-Specific Web Pages

The STAR Team, Agency Liaisons, Customer Service, Communications, and Web Support teams collaborate with agencies to provide agency-specific web pages accessible from the SEWP main site. SEWP assists agencies without dictating content:

- Pages may contain general guidance or detailed acquisition policies, including required order-level clauses.
- All layout and information are controlled by the Agency. The approach reflects NASA SEWP Program philosophy in supporting government customers without imposing templates, processes, or policies.
- In SEWP VI, agency-specific information and processes will be more directly integrated into the QRT user interface.

Multimedia and Supplemental Information

Information is provided in traditional text-based formats augmented by short instructional videos placed strategically across web pages and applications.

NASA also uses the SEWP website to provide general acquisition guidance beyond SEWP-specific offerings. Examples include:

- **FEDRamp**: SEWP distills official FEDRamp data into a user-friendly summary for government customers, including direct links to the main FEDRamp site.

- **Software Attestation**: Information is presented in an accessible format for government users.

Where applicable, SEWP adds a program-specific perspective, identifying which applications are available through SEWP contracts and detailing the specific contracts in which they are included.

SEWP Customer Service, Outreach, and Training

Though the SEWP website serves as the primary information hub, the human element - embodied by the Gold Standard Customer Service Team, Outreach and Communications staff, and multi-faceted training programs - is a major factor in SEWP's success.



Customer service and overall Customer Experience (CX) are central to customer satisfaction. This begins with the one-business-day response requirement, but the focus is on making responses personal, human, and attentive. Every customer interaction is treated as the immediate priority. Customers can communicate via live-chat, phone, or email tickets, and the Program also proactively reaches out to provide support, especially regarding quotes and orders. Issues and concerns are immediately rerouted or escalated as needed. Program-level personnel monitor tickets for trends, potential improvements, or unique queries requiring special attention.

Outreach

Outreach to both government and Industry is ongoing. SEWP team members attend numerous government IT events to engage with industry partners, gather feedback, and identify ways to improve customer experience. SEWP often participates in speaking roles, hosts booths, or schedules separate meetings to interact with the government acquisition

community. Special events, such as SEWP mini events in conjunction with the NCMA World Congress, are also organized to foster engagement.

Training

SEWP training extends beyond basic instruction on how to use the Program. While foundational training introduces government customers to SEWP applications & tools, high-level Program staff participate in all sessions to hear directly from customers. Feedback is not only addressed during training but also used to inform Program improvements.



A key example is the “additional contact” feature in the QRT, added after a customer noted that the tool (and all other similar tools in the government IT acquisition space) lacked a simple way to share requirements and results. This feature was implemented promptly and has been continuously refined based on customer feedback collected during training sessions. Training thus serves a dual purpose: educating customers and improving the Program.

Training is available in-person, via web sessions, and through video and other documentation formats, with in-person training preferred whenever feasible.

Agency Decision Maker Engagement

In addition to general training, SEWP provides face-to-face or virtual briefings for CxO level staff and agency decision makers. These briefings may be Program overviews or dialogues focused on agency-specific needs, providing them data on their agency operations through the SEWP program, exploring how SEWP can support current or future requirements, or explaining why certain requests fall outside the Program's scope.

Policy/Strategy

The SEWP Program maintains a compliant Program when it comes to its application of federal acquisition regulations and government-wide policies. The Program needs to maintain a working knowledge of government policy not only for the sake of the Program's own contract and infrastructure, but also to provide services to our agency customers. This includes agency specific policies which the Program accounts for and embeds into their agency-specific Storefronts. For example, VA, DOD, DOJ, DHS all have nuanced considerations and rules that the agency contracting officers apply to the procurements they issue through the SEWP Program. To the maximum extent possible, SEWP will help an agency streamline their specific purchasing process; for example, by automating their policy compliance into the SEWP platform or workflow.



CMMC is a recent example. The SEWP contract has the required clauses needed to meet this DOD policy. However, this policy is not required for commercial solutions nor by all agencies. The SEWP Program takes an extra step as DOD buyers can indicate on our buying platform (through the QRT) whether CMMC applies and can communicate that to the NASA SEWP contract holder community. This is an example of how the SEWP Program pays attention to current and emergent policies and helps the agency customer base and contract holders respond within the workflow of the acquisition process.

SCRM

Supply Chain Risk Management (SCRM) is a policy around which the Program has earned an international reputation. SCRM practices and standards are a key ingredient within the SEWP Program focusing on assisting federal agencies with understanding and assessing risk factors and mitigating those factors to the extent possible.

NASA SEWP has been involved in SCRM in multiple arenas. NASA SEWP has participated and supported The Open Group™, an international standards body, in the creation and subsequent continuous enhancement of the International Standards Organization (ISO) 20243 standard. This standard is industry's first commercial supply chain risk management standard and was issued in 2013. The development of this ISO standard was led by the Department of Defense as they sought ways to help control counterfeit and malicious taint for IT hardware from the point of manufacturing to product delivery. NASA SEWP is recognized as contributors in creation of this standard and continues to serve as co-chair of the Open Group Supply Chain Risk Management committee that governs the standard.

Through understanding of how commercial standards are created, and their relationship to the NIST standards that federal agencies (and industry) must consider in their operations, the SEWP Program assists the entire government acquisition community in standards-based understanding and usage. NASA SEWP believes in the common language that represents commercial and NIST standards. SEWP makes contributions that advance SCRM understanding including white papers that document the relationship between commercial supply chain security standards and NIST's applicable guidance (NIST SP 161 and 171 series).

Strategic Relationships

The Program's relationship with an industry-focused group like The Open Group™ allows SEWP to understand industry practices beyond Industry/government interactions. SEWP can then articulate federal initiatives and policies that account for both the government and Industry perspectives. This organizational relationship is one reason agencies involved in policy initiatives, such as NIST and the national security community, ask for SEWP's Program involvement in IT Acquisition concerns such as SCRM.

Other strategic relationships through which the Program invests in time, talent, or treasure include ACT-IAC, AFCEA, and NCMA.

The Program Manager has served as chair of the education committee of ACT-IAC that runs and operates the Voyagers, Partners, and Associates Program and continues to support these leadership development programs through participation of Civil Servant staff. It is an important feature of SEWP staff personal and professional growth, and yet another example of the Program working closely with industry peers to better understand their drivers, constraints, and practices.

AFCEA and NCMA are examples of strategic partnerships with associations that serve the defense and law enforcement communities and the government's contracting professional association respectively. These strategic relationships allow the Program to make decisions and take action that aligns with both government and industry's long terms goals and objectives and positions the Program to consider the broader context and potential outcomes.

Reporting

Federal agencies (including OMB OFPP and GSA), and industry rely on the unprecedented level of data and information available through the SEWP reporting functionality. Information collected through the Database of Record is available through robust and customizable reports.



For federal agency CxOs the Program provides automated and ad hoc reporting on all agency transactions. These reports include full order related information including procurement offices, dates, order numbers, amounts (total and at the line item level) and other detailed and accurate part number information Reports can be used by CxOs to assess enterprise purchasing, ensure purchases meet agency requirements and policies, engage in strategic sourcing conversions, etc.

From an Industry perspective, SEWP provides Contract holders and providers (OEMs) with reports containing unprecedented level of information related to their business and the federal marketplace as it relates to SEWP based requirements and purchases.

Staff Dedication

One best practice that would be extremely difficult to translate is the level of dedication the staff has towards the Program. The Program is primarily staffed through contracted support. Although different companies have provided the Program support throughout the years, much of the staff has been retained. The Program has contracted employees who

have been with the Program for well over 25 years, with some who began at the Program's inception.



Program staffing can be viewed as three phases over the Program's evolution.

Phase 1 - Original staff who launched the Program from 1992 to 2000. This cadre of 20 or so employees helped build the initial foundation of the Program.

Phase 2 - As the Program began to grow – moving from start-up phase to a stable Program operation - the Program began making investments to better serve their agency customer base. Phase 2 brought the contractor staff count to approximately 60 staff members including 3 additional Civil Servants to help manage the Program growth.

Phase 3 – As SEWP V began to scale, in anticipation of needs for developing SEWP VI, and to engage in succession planning the staff count grew to its current level of approximately 150 people. This includes additional Civil Servant staff, as well as additional procurement support needed to help the Program accommodate to scale.

What has not changed through any of these phases is the dedication people have in their respective roles and towards the Program. Much of the Program's success can be attributed to the willing sacrifice dedicated staff. Today the average contract staff tenure is about 15 years – an anomaly for government programs.

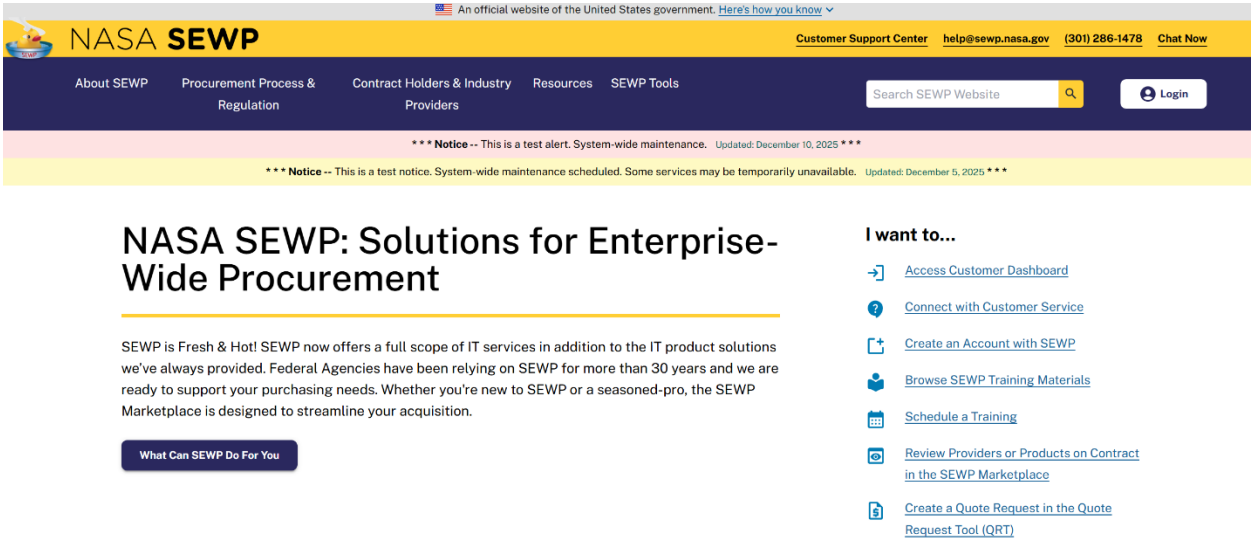
Forthcoming Enhancements

This section focuses on several key updates to the NASA SEWP Program offerings that will be deployed with the Upcoming SEWP VI awards. While the SEWP Program is constantly updating its infrastructure and offerings, major updates have typically been reserved for Contract transition periods to align the latest Contracts to the latest Program applications and processes. Specifically, for the SEWP VI transition period, the SEWP Program has been adjusting many strategic aspects of the Program over the past 2 years. There are multiple factors involved in planning and executing these changes including but not limited to:

- Lessons learned from the current SEWP V processes and offerings
- Customer feedback (both government, Industry and outside sources)
- Increased government and Industry participation
- NASA's innovative vision(s) especially with respect to customer interfaces and the experience (CX)
- Technological advancements
- Policy and contractual changes including the FAR re-write

The entire SEWP Program has been transformed and is still in the process of being further transformed – the following is a sampling of those transformations.

Redesigned Web Experience & User Dashboard



The SEWP Homepage is being modernized and redesigned for a streamlined user experience with more site features and intuitive navigation of information. Enhancements for the government customer include a personalized dashboard and other website and application updates to improve the tracking and management of their past and active procurement actions, including their solicitations, orders and modifications. In addition, application and process improvements will enable agency executives to share official agency guidance with their agency users within the SEWP Marketplace and embed the guidance within the solicitation and ordering process.

SEWP Marketplace

The SEWP Marketplace is the government customers' on-line entryway to all acquisition aspects of the SEWP Program offerings including full and up to date information on Contracts and Contract holders and providers (OEMs); Agency specific guidance; current offerings; solicitation for new products or services, solution and service offerings; request for quote and quote management functionality (see Quote Request Tool discussion below) ordering guidance and status; customer service interaction and support, etc.

The Marketplace, including all contract offerings, is over-arching and dynamic; while also configurable to the Customer and their Agency/Organization associations. Users can explore the current offerings, request new offerings and updated pricing and customized quotes. They can also access Strategic Storefronts which include agency or government-wide "mission" specific offerings ("mission" in this case is a broad term encompassing concepts such as agency approved lists; Government Strategic Sourcing (GSS) initiatives; DHS regulated security offerings; etc.). See Strategic Storefront discussion below for more information.

Strategic Storefronts

As mentioned above, a Strategic Storefront is a portfolio of specified ITC/AV Solutions (products and services), inclusive of only those SEWP offerings identified to meet the respective organization's technical specifications, policy requirements or other criteria (e.g., Only offerings that meet the criteria of an Agency's Assessed and Cleared requirements will be available in that Agency's Assessed and Cleared Storefront).

Strategic Storefronts can be initiated and set up at various levels such as through an Agency's Office of Chief Information Officer and/or Office of Procurement. Contract Holder participation and their offerings within a Storefront may be established via a Request for Storefront solicitation or a Blanket Purchase Agreement (BPA). Access to a Strategic Storefront is controlled by the Organizational Owner. Storefronts provide a custom solution for individual government Agencies and Organizations to create a quick shopping experience and ultimately save time for users while maintaining full control over the offerings, pricing, and policy considerations.

Quote Request Tool

The Quote Request Tool (QRT) is the primary application that enables SEWP users to request responses from SEWP Contract Holders. This application has been modernized and redesigned for SEWP VI to incorporate the latest acquisition changes including those that have occurred with the RFO (Revolutionary FAR Overhaul). Users can leverage the application to send RFIs, conduct market research, or request quotes from Contract Holders. The QRT enables users to verify requirements related to SCRM (CMMC, Authorized Resellers, TAA, etc.). If the customer elects to request a set-aside, the QRT will route the request to those companies meeting the selected NAICs code and business size.

Data Quality/Tracking/Reporting

The data that SEWP captures is the most comprehensive and of highest quality of any IT Acquisition data available. The access and reporting based on SEWP's real-time data and analytics help Agencies understand their usage of SEWP and contextualize the value obtained from SEWP's Contract Holders. In SEWP VI, these data elements are enhanced in numerous ways, including:

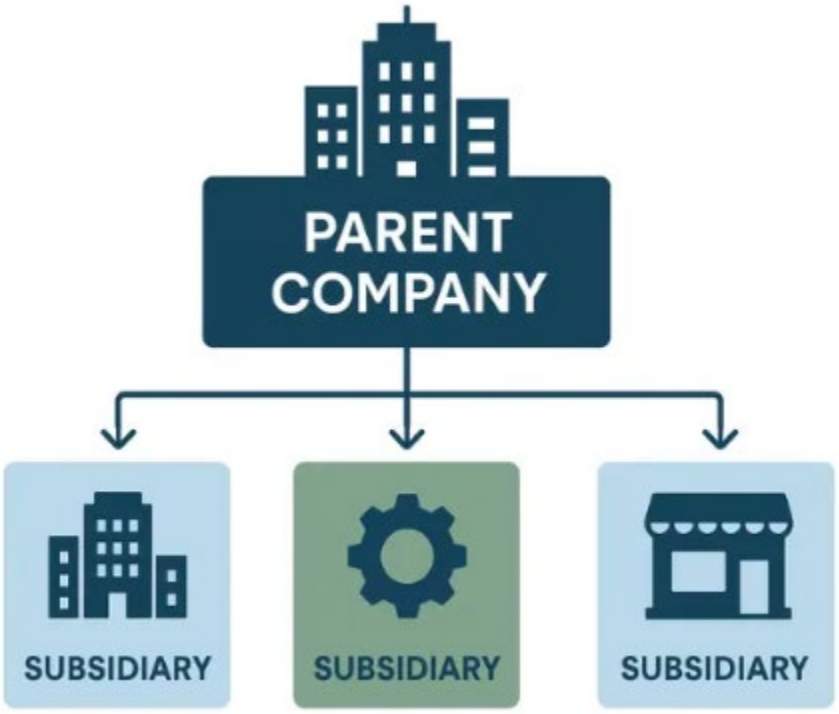


1. Use of the international classification system of products and services, UNSPSC (United Nations Standard Products and Services® Codes) will enable increased searching, tracking and reporting functionality based on specific classifications (e.g. network router, security systems services, etc.) and characterized in broader terms (hardware, software, IT service, etc.). Since this is an international standard for all types of product and service offerings, it is already used throughout the world and therefore does not incur new costs or processes to the supply chain.

2. Pricing analysis for users as they conduct market research within SEWP. The NASA SEWP Program has greatly enhanced its data science capabilities, that provides real-time, on-demand pricing insights for specific part numbers and IT solutions.
3. Enhanced Reporting capabilities based on the new data fields being collected through SEWP. In addition to agency level reporting, individual users can now request new reports be added to their personalized dashboard for easy access and review.

SCRM Tracking and Spending (Company Relationships)

Building on SEWP's data quality, the Program will more closely track relationships between parent companies (OEMs/Providers), their subsidiaries and other unique relationships. SEWP's customized database connects OEM/Provider data with Contract Holders to ensure end-users fully understand the relationships so that SCRM / C-SCRM provenance is transparent.



SEWP's applications allow users (if desired) to only receive quotes from contract holders with an authorized / approved relationship with the OEM/Provider. Additionally, SEWP can closely control which OEMs / Providers are offered through the SEWP Contracts. SEWP verifies independently and directly with the OEM/Provider, which SEWP Contract Holders are authorized to provide their solutions. This is a real time verification that can be customized for an entire line of products/solutions, a specific product line or for a specific solicitation. SEWP has always been at the forefront of SCRM and will continue to enhance capabilities including

collaboration with government sources, such as intelligence agencies, and Industry sources, such as companies that track company data.

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Summary

The above are many of the best practices that make the NASA SEWP Program the gold-standard government-wide acquisition Program in the federal government. This is a living document, as NASA SEWP itself is a living Program that evolves daily. The success of the Program is based on many factors, prime examples of which are articulated in this document.