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Responsible Office: A/Office of the Director

New Business Pursuit Process w/Change 3 (10/16/2026)

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Preface

P.1 PURPOSE

This procedure describes the actions to be followed when a collaboration, partnership or new business opportunity is identified.

P.2 APPLICABILITY

a. This procedure is applicable to all new business activities, mission assigned solicitations, mission competed proposals, and external proposals outside of the programmatic content agreed upon by the NASA Glenn Research Center (GRC). This procedure applies to all organizations within the GRC Lewis Field and Neil A. Armstrong Test Facility.

b. This procedure is applicable regardless of the contractual vehicle required to implement the proposed work including all space act agreements and other types of agreements.

c. Schedule constraints may necessitate waiving one or more recommended steps in this procedure. Waivers will be the exception and not the rule and will require approval by the pursuing organization's management and presentation to the Collaborations, Partnerships and New Business Council (CPNBC).

d. This procedure is applicable to documents developed or revised after the effective date of this GLPR.

e. In this procedure, all mandatory actions (i.e., requirements) are denoted by statements, containing the term "shall." The terms "may" denotes a discretionary privilege or permission, "can" denotes statements of possibility or capability, "should" denotes a good practice and is recommended, but not required, "will" denotes expected outcome, and "are/is" denotes descriptive material.

f. In this procedure, all document citations are assumed to be the latest version, unless otherwise noted.

g. The Office of Center Opportunities and Partnerships maintains a GRC internal website, https://nasa.sharepoint.com/sites/GRCtechnology/SitePages/New-Business-Development.aspx, with more detailed information about the new business development process. The site includes links to appropriate reference materials, expanded flow charts, and answers to frequently asked question.

P.3 AUTHORITY

a. NASA Policy Directive (NPD) 1050.1, Authority to Enter into Space Act Agreements

b. Glenn Policy Directive (GLPD) 1000.1, GRC Governance and Strategic Management Structure

P.4 APPLICABLE DOCUMENTS AND FORMS

a. Glenn Charter (GLC)-CPNBC-1000.1, GRC Collaboration, Partnerships and New Business Council

b. CPNBC Estimated Scope of Work Template

c. GRC 738, Letter of Intent Template, https://nasa.sharepoint.com/sites/grc-ogc/SitePages/Forms.aspx

d. GRC Cost Model/Estimated Price Report (EPR) https://nasa.sharepoint.com/sites/grc-ocfo/SitePages/Estimated-Price-Report.aspx

P.5 MEASUREMENT/VERIFICATION

a. Reviews are performed to verify that necessary records are being completed and maintained with monthly reports provided to the CPNBC.

b. Requirements are periodically verified through GRC's internal audit program.

P.6 CANCELLATION

This directive cancels GLPR 1310.1B, New Business Proposal Process with Change 1 (12/19/2022), dated December 17, 2017.

LAURENCE SIVIC Digitally signed by LAURENCE SIVIC
Date: 2023.03.29 08:23:30 -04'00'

Laurence A. Sivic
Associate Director

CHAPTER 1. Introduction

1.1 This procedure covers GRC new business pursuit opportunities submitted in response to formal solicitations such as Announcements of Opportunity, NASA Research Announcements, and Cooperative Agreement Notices. This procedure also covers agreements and proposals GRC identifies to capture new business without a formal solicitation.

1.2 The steps followed when GRC proposes in a supporting role are the same as those followed when it proposes in a lead role, except that the level and amount of documentation needed forthe supporting role is typically less. All steps and supporting actions listed in this procedure are intended to be the minimum actions to be considered. Additional activities may be planned and conducted by the responsible parties, as necessary, to ensure a successful outcome. It is understood that a short pursuit preparation schedule may make it necessary to waive one or more steps of this procedure to ensure a timely submittal. Waived steps shall be approved by the proposer's management and presented to the CPNBC at time of approval.

CHAPTER 2. Responsibilities

2.1 Center Director

a. Oversees all strategic investment planning at the Center and makes the final decision to submit all new business.

b. Signs or delegates the signing of the proposal transmittal letter, Letters of Intent for all proposals based on visibility, risk, or other factors.

c. Signs or delegates the signing of Space Act Agreements (SAAs).

2.2 Director Of/Designee

a. Approves all new business pursuit opportunities initiating from their respective organizations.

b. As chairs of their respective new business governance boards, Directors Of or their designees, have the authority to sign Letters of Intent, Proposals, and approve Agreement extension/annexes that fall under the thresholds described herein requiring presentation at the CPNBC.

c. Ensures that the pursuit data is captured in the CPNBC spreadsheet.

2.3 Office of Chief Financial Officer (OCFO)

a. Develops and maintains proposal and EPR cost models using the current Center rate structure and estimating methodology.

b. Provides personnel to serve as members on pursuit review teams to evaluate cost and programmatic inputs and provides support as requested for pursuit development. Also, provides independent cost analysis of opportunities.

2.4 Office of Center Opportunities and Partnerships

a. Ensures the CPNBC spreadsheet is updated and shared.

b. Provides timely new business assessments to the CPNBC.

2.5 Collaborations, Partnerships and New Business Council (CPNBC)

The GRC CPNBC, chaired by the Deputy Center Director, is responsible for reviewing and approving new business areas or opportunities for the Center to pursue and specific new business proposals that the Center leads or supports as a major partner per GLC-CPNBC-1000.1, GRC Collaborations, Partnerships and New Business Council.

2.6 Agreement Manager

a. Responsible for the agreement process including the initiation, negotiation, review, concurrence, execution by the NASA GRC Signing Official.

b. Stores the signed version of the SAA and all documents that are part of the SAA.

2.7 Pursuit Developer

a. Identifies a pursuit opportunity, typically the Principal Investigator (PI) for lead proposals, or Co- Investigator (Co-I) for support proposals, or a technical lead for SAA.

b. Prepares the appropriate documentation and seeks initial review of the pursuit through the Directorate's internal process.

c. Provided information about identified pursuit for inclusion on the CPNBC spreadsheet.

2.8 Line Management

a. Responsible for a functional area(s) supporting the pursuit execution.

b. Assess the pursuit opportunity and allocates resources for pursuit preparation, including approving and/or identifying the Pursuit Lead and Team.

c. Schedule and manage the work in their functional areas if the pursuit is successful.

2.9 Pursuit Lead

a. Coordinates the dissemination of information and guidance to pursuit team regarding the preparation of documentation.

b. Prepares documentation for the final approval process.

c. Coordinates team member inputs, resource estimating, proposal writing, and timely submission to the customer.

d. Provides information about proposed work for inclusion on the CPNBC spreadsheet.

2.10 Pursuit Team

The group of individuals identified to assist the pursuit lead in developing a pursuit opportunity. The team may consist of technical writers for the technical section, project personnel for the management and past performance sections, budget personnel for the cost proposal, Code F representatives for assessing facility needs and availability, Code Q representatives for quality, safety and risk assessments, and technical production personnel for editorial, layout, graphics, and printing, and/or a pursuit coordinator for pursuit preparation guidance and final production.

2.11 Pursuit Coordinator

Some Directorates have a designated pursuit coordinator who assists their Directorate in performing new business functions such as:

a. Advise pursuit teams on the solicitation content, evaluation criteria, page limitation, and the use of an outline and requirement compliance matrix.

b. Maintains the CPNBC spreadsheet for Directorate as needed.

c. Establishes and coordinates the pursuit review process. Negotiates the scope of the review, the review board membership, and the reporting requirements to allow sufficient time for a meaningful review and timely feedback.

d. Gathers and documents lessons learned and proposal debriefs to improve future pursuit efforts.

2.12 GRC Pursuit Reviewer

Responsible for reviewing draft responses for technical content and business case development and provides recommendations for improvement.

CHAPTER 3. Procedure

3.1 New Business Pursuit Procedure

3.1.1 This procedure follows Figure 3.1, Generic GRC New Business Procedure.

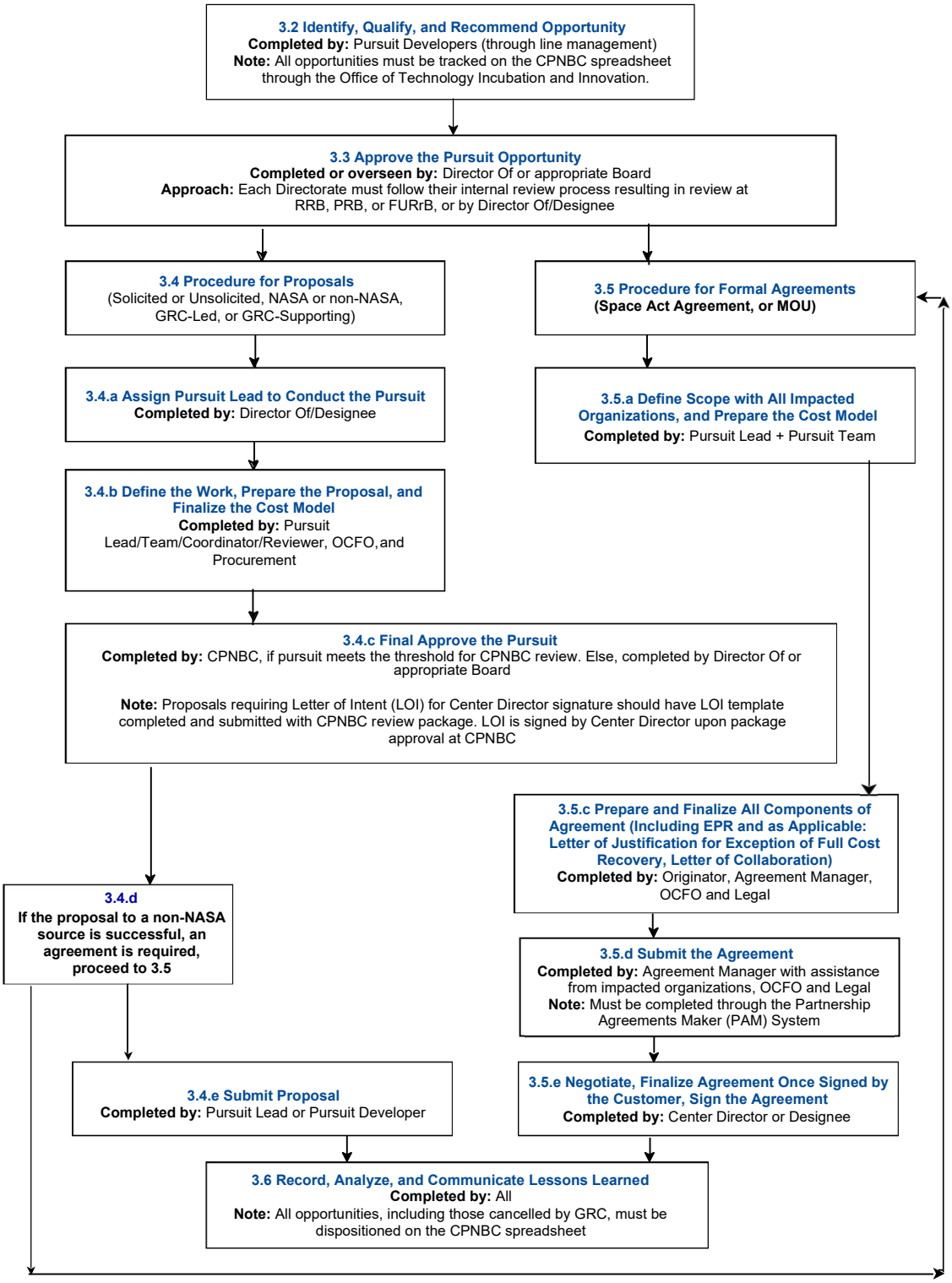
3.1.2 The goal of this diagram is to depict the roles and responsibilities across the Center for each new pursuit opportunity whether it is a proposal responding to a solicitation or a SAA.

3.1.3 The underpinning nature of every new business pursuit opportunity is that each is important to the Center and needs to be processed fully and correctly. The CPNBC is the GRC Council responsible for determining and defining the Center's New Business Pursuit Procedure. Furthermore, the CPNBC is responsible for reviewing and approving all new business pursuit opportunities, as well as the final proposal and the development of SAAs, unless otherwise delegated.

3.1.4 This is a generic new business procedure and the steps defined in this procedure are intended to be the minimum necessary actions. Additional activities may be planned and conducted by the responsible parties, as necessary to ensure a successful outcome. Please consult with line management to understand any additional requirements.

Note: Figure 3-1 on next page. The remainder of the page is intentionally blank.

Figure 3-1. Generic GRC New Business Procedure



3.2 Identify, Quantify, and Recommend Pursuit Opportunity

The Pursuit Developer shall:

a. Identify reasons for proposing or initiating a formal agreement.

b. Engage line management, including their Director Of/Designee.

c. Ensure the pursuit opportunity is recorded in the CPNBC spreadsheet. Some organizations have directorate pursuit coordinators that performs this function.

d. Complete the CPNBC Estimated Scope of Work Template with information known to date. The template is to be provided by the Pursuit Developer's Directorate Point of Contact.

3.3 Approve the Pursuit Opportunity

The Pursuit Developer shall, through their line management, report the following to their Director Of or appropriate Board to obtain approval to pursue the opportunity:

a. The reason for pursuing with respect to the Center's strategic investment and competitive posturing. Verify that the pursuit opportunity includes at least one of GRC's designated roles or aligns with GRC's strategic goals.

b. The expected role GRC would have in the suggested pursuit opportunity such as describing an active role in the performance or management of the project or activity.

c. The recommendation whether GRC should pursue in a lead or support capacity.

d. Identify potential partners (internal and external) and validate that the activity does not unintentionally involve participation with non-U.S. persons or foreign entities.

3.4 Procedure for Proposals

These steps shall be followed when the Director Of or appropriate board approves the pursuit of a formal proposal:

a. Assign Pursuit Lead to Conduct the Pursuit: The Director Of or Designee will initiate the assignment of the Pursuit Lead, which can also be the Pursuit Developer (i.e., PI or Co-I), as well as the Pursuit Team.

b. Define the Work, Prepare the Proposal, and Finalize the Cost Model: The Pursuit Lead in partnership with the Pursuit Team and OCFO shall define the work, prepare the proposal and finalize the cost model in coordination with all affected organizations.

Note: When GRC leads a proposal and seeks academia and/or industry partners, consult with the GRC Office of Procurement. Utilization of the Notice of Partnering Opportunity process may be required to select partners. For guidance on preparing proposals, contact your organization's Pursuit Coordinator.

c. Final Approval of the Pursuit: The Director Of or appropriate board will decide to approve or

disapprove the proposal based on alignment to GRC interests and capabilities, availability of resources (including facilities and personnel) and other factors. If any of the following conditions are true, the Pursuit Lead shall instead present the completed Estimated Scope of Work Template with the final Cost Model Fiscal Year (FY) Summary sheet and Letter of Intent, if applicable, to the CPNBC for final approval:

(1) If pursuit opportunity is non-mission assigned work that exceeds $1,000,000 full cost during the period of performance.

(2) Involves an international entity/institution and/or intentionally involves foreign individuals (non-U.S. persons).

(3) Has custom legal requirements.

(4) Involves using GRC facilities in a unique manner.

(5) Will likely cause a schedule or resource conflict.

(6) Requests any waivers (including Safety, Security and Mission Services Agency Agreement Indirect (SSMS-AAI) Rate).

(7) Is expected to require a Headquarters (HQ) abstract; or

(8) Is not clearly one of GRC's designated roles.

Note: If the Center pursues a supporting role instead of a lead role on the proposal, a GRC 738 (Letter of Intent, also called Letter of Support depending upon solicitation) is needed and the template is located at https://nasa.sharepoint.com/sites/grc-ogc/SitePages/Forms.aspx. *Consult the Cost Estimating Checklist in Appendix D.* ***Letter of Intent must be submitted with the CPNBC review package.***

d. If the proposal was to a non-NASA solicitation and was successful, a formal agreement with the non-NASA entity is required. Proceed to step 3.5.

e. Submit Proposal: The Pursuit Lead can submit only a properly approved proposal.

3.5 Procedure for Formal Agreements

3.5.1 The following steps shall be followed when the Director Of, or appropriate board, approves the preparation of a formal NASA agreement (typically a SAA).

3.5.2 The Director Of, board chairperson or designee shall initiate the assignment of the Pursuit Lead, which can also be the Pursuit Developer, as well as the Pursuit Team.

3.5.3 The Pursuit Lead shall:

a. Define Scope with All Impacted Organizations.

b. Final Approve the Pursuit: The Director Of or appropriate board will decide to approve or disapprove the pursuit based on alignment to GRC interests and capabilities, availability of resources (including facilities and personnel) and other factors. If any of the following

conditions are true, the Pursuit Lead will instead present the completed Estimated Scope of Work Template with the final Cost Model FY Summary sheet and Letter of Intent, if applicable, to the CPNBC for final approval:

(1) If pursuit opportunity is non-mission assigned work that exceeds $1,000,000 full cost during the period of performance.

(2) Involves an international entity/institution and/or intentionally involves foreign individuals (non-U.S. persons).

(3) Has custom legal requirements.

(4) Involves using GRC facilities in a unique manner.

(5) Will likely cause a schedule or resource conflict.

(6) Requests any waivers (SSMS-AAI rate).

(7) Is expected to require an HQ abstract, or

(8) Is not clearly one of GRC's designated roles.

Note: If a GRC 738 Letter of Intent (also called Letter of Support depending upon solicitation) is needed for Center Director signature, ***the Letter of Intent must be submitted with the CPNBC review package.*** *Template is located at https://www.grc.nasa.gov/chief-counsel/forms/. Consult the Cost Estimating Checklist in Appendix D.*

c. Prepare all Components of Agreement: Prepare or orchestrate the preparation of all components of the agreement, including EPR, and any other necessary documentation such as the Letter of Justification for Exception of Full Cost Recovery or Letter of Collaboration. Consult the Cost Estimating Checklist in Appendix D in preparing the EPR.

d. Submit Agreement: The agreement manager receives the agreement and all supporting information for processing and internal distribution.

e. Negotiate, Finalize, and Sign the Agreement: The agreement manager negotiates and finalizes the agreement. The agreement managers routes the agreement among all impacted Center organizations. The Center Director or Designee signs agreement after partner has signed finalized agreement.

3.6 Record, Analyze and Communicate Lessons Learned

3.6.1 Personnel involved in the development of the proposal or agreement shall:

a. Record, analyze, and communicate lessons learned to the Directorate pursuit coordinator involved in the effort.

b. Record final status of all opportunities on the CPNBC spreadsheet.

3.6.2 Personnel should review and disseminate any pursuit evaluations or debriefs to improve future pursuit submittals.

APPENDIX A. Definitions

Agreement. A formal document that defines a set of legally enforceable promises between NASA and another party requiring a commitment of NASA resources to accomplish a set of objectives.

Letter of Intent/Support. A document defining the nature of GRC's anticipated support with the estimated costs from an owner of any facility or resource, acknowledging that the facility or resource is available for the proposed use during the proposed period.

New Business. Any work that is not contained in the GRC-baselined operating budget or work that is not required to complete NASA program work.

New Business Spreadsheet. A data spreadsheet used to track the status and results of GRC new business opportunities.

Proposal. A formal offer to do work in response to a solicitation or an unsolicited new business opportunity.

Solicitation. An invitation to propose or bid issued by NASA or an external organization, where GRC's participation in the work and its budget are dependent on an award made to or involving GRC.

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APPENDIX B. Acronyms

CEAO	Cost and Economic Analysis Office
Co-I	Co-Investigator
CPNBC	Collaborations, Partnerships and New Business Council
EPR	Estimated Price Report
ERB	Engineering Review Board
EVM	Earned Valued Management
FURrB	Facilities Utilization Readiness and Review Board
GLC	Glenn Charter
GLPD	Glenn Policy Directive
GLPR	Glenn Procedural Requirements
GRC	Glenn Research Center
HQ	NASA Headquarters
NPD	NASA Policy Directive
OCFO	Office of Chief Financial Officer
PI	Principal Investigator
RRB	Research Review Board
SAA	Space Act Agreement
SSC	Support Service Contractor
SSMS-AAI	Safety, Security and Mission Services Agency Agreement Indirect Rate
WBS	Work Breakdown Structure

APPENDIX C. CPNBC Scope of Work Estimate Template

Project Snapshot

- **Opportunity Title:**
- **GRC Org/POC:**
- **Core Competency (choose from slide 2):**
- **Center Role (choose from slide 2):**

- **Customer:** Customer Name, POC and Title
- **Proposal (Lead or Support) or SAA?:**
- **Total $:** (GRC's work) / (Total effort) **Duration:** Period of Performance
- **Time Sensitivity:** proposal due by… letter of commitment needed by… customer needs answer by… work must start by…
- **Description of proposed work:**

Partnership Responsibilities

- **GRC Contributions:**
  - Approx. number of FTE and/or WYE from which orgs
  - Facilities/Laboratories to be used
  - Skills and facility availability discussed with whom
- **Partners:**
- **Partner Contributions:**

Strategic Value

- **Benefits to GRC and/or Agency:** (Benefits beyond financial: e.g. facility improvement, employee knowledge/skill increase, positive publicity, improves GRC perception with stakeholders, GRC technology advanced, establishes GRC as a leader, assures long-term engagement in work, etc.)

Impacts, Risks, and Mitigation Strategy

- **Potential risk factors to GRC**
- **Mitigation Strategy**

Nuts and Bolts

- **Reimbursement:** (Reimbursable, Partial, Non-reimbursable, Collaborative, or Direct)
- **Type of Proposed Agreement:** (SAA, CRADA, MOU, N/A-Direct from HQ's)
- **Is an SAA abstract to HQ required?** (consult with Code T)
- **Date approved and by whom (RRB, Director-of, etc.):**
- **EPR completed?** Yes/No **EPR Reviewed?** Yes/No **By whom?**
- **Have reserves been built into the estimates?** Yes/No **Quantify:**
- **Are you seeking any cost waivers?** Yes/No **Describe:**

- **Org, WBS, project, project manager backing or funding the agreement:**

- **What IP (LEW#) will be involved:**
- **Are there any active licenses with this technology?**
- **Any IP expected to be developed (e.g. new material, design, process)?** Yes/No **Describe:**

- **Are custom legal requirements expected (e.g. special data rights)?**

Other Considerations

- **Any International aspect of the opportunity (including citizenship issues)?**
- **Nature of any feedback (formal or informal) received from HQ**
- **Is the activity unorthodox, potentially controversial, newsworthy, or precedent setting? Please describe.**
- **Status of Pre-Existing or Ongoing Agreements with this Partner:**
- **Other Factors (e.g. GRC Patents, Invention Disclosure, etc.)?**

Full Cost Assessment (Include on another slide)

APPENDIX D. Cost Estimating Checklist

Developing Your Estimate	
Are you using the current OCFO cost model/estimated price report (EPR) cost tool?	
Have you estimated all of the proposed work activities identified in your technical and management proposal sections?	
Have you requested and received cost proposals from your partners for incorporation into the GRC cost proposal?	
Have all hour and dollar inputs been coordinated with and agreed upon by the performing organizations, and are GRC program direct center assessments fully accounted for?	
Is all SSC (local contractor) support stated in hours by function? If the rate for a direct ATF used in the model is not sufficient to cover the cost of the SSC proposed, have you included the delta cost required per year in $K on a separate line as a contract?	
If costs by WBS are required, is there a separate input sheet for each unique WBS element down to the required reporting level?	
If there are optional subtasks included in the proposal, are they estimated on a separate WBS tab to determine their costs and enable them to be easily removed if needed?	
Has a cost risk analysis been performed? Have cost reserves been added where needed either explicitly or implicitly in the cost estimate?	
Are all tasks/subtasks adequately described in the spreadsheet task description to provide a valid basis of estimate, if needed?	
Have all project management and project control costs been accounted for in the spreadsheet? (Include resources for PM, EVM, scheduling, data management, etc.)	
Have labor hours been included for the preparation of technical, test, or monthly reporting requirements, and other “soft product” submittals?	
Has time been included for direct administrative functions and procurement, if needed?	
Have all travel requirements been identified and estimated for reviews, technical interchanges, coordination upon award, etc.?	
Facility Usage	
Have all facilities costs been accounted for? (i.e., data acquisition and processing, construction, modifications, maintenance, utilities, SSC costs, etc.)	
Are all test cost inputs broken down using GRC/SSC hours and procurement dollars for other purchases (materials, equipment, consumables, propellants, utilities, etc.) to properly account for the full cost of doing the work?	
Have you accounted for all hardware test items, test software, test equipment/rigs, test planning, test data requirements, data analysis, etc.?	
Cost Proposal Preparation	
Does the cost proposal address all the required budget elements and formats identified in the solicitation?	
Does the proposal contain adequate basis of estimate information? Was the Cost Model template provided on the CEAO Web site used, if applicable? Did you request a OCFO and Directorate review of your cost data?	

Appendix E: Records

Title of Record	Record Custodian
Space Act Agreements	Agreement Manager
Letter of Intent	CPNBC Executive Officer
Lessons Learned	CPNBC Executive Officer
Completed Estimated Scope of Work	CPNBC Executive Support Officer

Change History

Change	Date	Description/Comments
Basic	4/17/2007	Document converted from CLP (GRC-P1.7) to GLPR
A	10/22/08	Updated references and responsibilities; added process substeps; added cost threshold for approval level, cost review, and proposal process checklist requirement; added Appendices B, C, and D
Change 1	10/22/13	Administrative change includes extending the expiration date from October 22, 2013 to April 22, 2014 per GLID 1410.5 "Effective and Expiration Dates of GRC Directives"
Change 2	4/15/14	Administrative change includes extending the expiration date from April 22, 2014 to October 22, 2014 per GLID 1410.7 "Effective and Expiration Dates of GRC Directives"
See Note		Note: On 10/20/14 a GLID 1310.1 was approved to replace this GLPR until revision B is released.
B	12/17/17	Significant changes include incorporating agreements as part of the new business process and documenting the responsibilities of the New Business Council. Chapter 2 updated to define responsibilities reflecting the current practices in the new business process. Chapter 3 documents the approved new business process flow for proposals and Formal Agreements. Added Appendix C: NBC Scope of Work Estimate Template; moved "Cost Estimating Checklist" to Appendix D. Removed "Proposal Style Guide" (P.4.b) from the applicable documents and forms.
C	03/29/2023	• Updated document to reflect the change to Collaboration, Partnerships, and New Business Council and the name change from Plum Brook Center to the Neil A. Armstrong Test Facility • Eliminated outdated links, • Updated the requirements for a new business pursuit to be presented at the CPNBC. • Updated to meet requirements of GLPR 1410.1.
Change 1	06/04/2024	Administrative Change: Update Code T organization name from "Office of Technology Incubation and Integration" to "Office of Technology Integration and Partnerships."
Change 2	09/04/2024	Administrative Changes • Updated thresholds to $1,000,000, no FTE in 3.4c and 3.5.2b • Appendix E. Updated role from Executive Assistant to CPNBC Executive Officer
Change 3	10/19/2026	Administrative change: Organization change from Code T/Office of Technology Integration and Partnerships to Code A/Office of the Center Director as approving authority for Code AB/Office of Center Opportunities and Partnerships