

National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001



SEP 13 2001

TO: Distribution

FROM: AA/Chief of Staff

SUBJECT: Strategic Resources Review Follow-up on Candidate Actions

The Administrator and I wish to express our appreciation to each of you for devoting this past weekend to the Strategic Resource Review exercise. We recognize the personal sacrifice this imposed on each of you and your support staff. We also recognize the extraordinary budgetary stress that we are operating under has been further exacerbated by the past week's horrific events. Nonetheless, in keeping with the President's guidance, it is incumbent on us as Agency leaders to get on with the business of establishing our priorities within an increasingly constrained fiscal environment. While we still have a long way to go before our work is complete, you all managed to surface significant issues that will help us establish priorities and prepare for the future.

Provided as attachments are the following:

1. A consolidated list of actions generated at the September 7-9 meeting; and
2. A template for responding to the actions

Please review item 1 to ensure that the actions have been correctly stated and assigned. If there are issues, please follow up with Sue Garman by noon on Friday, September 14.

We want to emphasize that the attached list of candidate actions is preliminary; some actions should be implemented while, after examination, others will prove to be unsuitable. Additionally between our offsite and this letter, this week's terrible tragedy has brought heightened security to our attention. If any of the candidate actions are inappropriate in light of these events, please factor that into your response. In any case, use your best judgment and come to our next meeting with recommendations.

Please provide your action responses per the proposed format (item 2) via e-mail to Sue Garman at sgarman@hq.nasa.gov by 4:00 p.m. EST on Tuesday, September 18. I know that many of your staff are feeling the burden of a heavy workload, so I ask that you provide the greatest definition to those items assigned to you that promise a significant payoff within the budget horizon (in terms of fundamental change, FTE's, or dollars). In no case should safety or the support to primary mission or key secondary and transformational activities be compromised. Other candidate actions will be fleshed out more fully at a later date. We intend to meet for several hours on Wednesday, September 19, to review you inputs. More details on this meeting will be forthcoming soon.

If you have a need to update your workforce numbers, updates should be provided to Craig Conlin by September 28

Original signed by Courtney Stadd

Distribution:

Officials-in-Charge of Headquarters Offices

AI/Dr. Mulville
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GSFC/Mr. Diaz
JSC/Mr. Estess (Acting)
KSC/Mr. Bridges
LaRC/Dr. Creedon
MSFC/Mr. Stephenson
SSC/Mr. Craig (Acting)

Director, Jet Propulsion Laboratory

Dr.Elachi

Cc:

Officials-in-Charge of Headquarters Offices

AA/Ms. Garman
L/Mr. Bingham (Acting)

Pre-decisional Information

STRATEGIC RESOURCE REVIEW: CONSOLIDATED LIST OF CANDIDATE ACTIONS
September 10, 2001

NO.	CANDIDATE ACTION	ASSIGNEE	
SPACE SHUTTLE			
1	Privatize the Space Shuttle by CY04 flight and ground systems, mission planning and operations, and crew health care	R/Rothenberg	
2	Expand reimbursable marker for human space flight activities (e.g., OV-102 flights, space flight participants, brand name ads)	M/Rothenberg, JSC/Estess	
3	Involve Michoud facilities/activities in shuttle privatization efforts	M/Rothenberg, MSFC/Stephenson	
4	Identify optimal astronaut complement/composition and resources	JSC/Estess	
5	Explore commercialization of flight surgeons at JSC	JSC/Estess	
6	Cancel JSC small EMU	JSC/Estess	
7	Ensure KSC retains insight/oversight capability thru shuttle privatization	KSC/Bridges	
8	Close Shuttle Engineering Support Room at MSFC's HOSC (dependent on MSFC's role in shuttle privatization) consistent with provisions of appropriations/authorization report language)	MSFC/Stephenson	
INTERNATIONAL SPACE STATION			
9	Negotiate International partner lab/hab contribution	I/Schumacher	
10	Negotiate how international partners could fund an X-38 crew return vehicle	I/Schumacher	
11	Determine how international partners could support operational requirements/research through non-conventional means	I/Schumacher U/Olsen	
12	Find savings in addition to the following: efficiencies (lab/facility closures, right-size corps/resources, outsourcing, aircraft elimination, partnerships); ISS rates; ISS power lab consolidation; cancel X38/ECLSS engineering	M/Rothenberg	
13	Accelerate establishment of Non-Governmental Organization to manage ISS research; determine impact of decision on cost, schedule, FTEs, etc.	U/Olsen	
NASA TELEVISION			
14	Examine privatizing (or other options) NASA TV	AP/Mahone	
15	Examine television infrastructure across Agency	AP/Mahone	
16	Provide alternate info sources (web streaming, et.) as alternatives to NASA TV	AP/Mahone	
CONSOLIDATE/OUTSOURCE			
17	Consolidate grants processing at 1-2 Centers	AB/Christensen, H/Luedtke	
18	Consolidate travel processing	AB/Christensen	
19	Consolidate credit card payments	AB/Christensen	
20	Consolidate voucher payments	AB/Christensen	
21	Consolidate routine human resource processing	AB/Christensen	
22	Consolidate incremental funding of contracts	AB/Christensen	
23	Consolidate science database management: consider outsourcing	AS/Olsen	
24	Consider outsourcing plating shops: determine if common Agency source is available	J/Sutton	

NO.	CANDIDATE ACTION	ASSIGNEE	
25	Consider outsourcing machine/fabrication shops unless time critical need exists or need cannot be met by outside supplier or work involves development of experimental process	J/Sutton	
26	Consider outsourcing and/or consolidating calibration and test facilities (not a candidate for a one-size-fits-all solution)	J/Sutton	
27	Consider outsourcing warehouses	J/Sutton	
28	Consider outsourcing and/or consolidating receiving, inspection, and test facilities	J/Sutton	
29	Consider consolidating technical wet film labs	J/Sutton	
30	Consider outsourcing wind tunnel operations	R/Venneri	
31	Consider outsourcing DFRC facility operations and shops	DFRC/Peterson	
32	Consolidate Base Operations Contracts at GRC/Plumbrook	GRC/Campbell	
33	Consider outsourcing GSFC training function	GSFC/Diaz	
34	Consider commercializing GSFC visitor functions	GSFC/Diaz	
35	Consider consolidating weather service and/or transitioning to a national service	KSC/Bridges	
36	Consider commercializing KSC launch guest operations	KSC/Bridges	
37	Consider consolidating NASA/DoD propulsion facilities thru the NRPTA	SSC/Craig	
38	Consider consolidating NASA propulsion test facilities through RFTMB	SSC/Craig	
39	Consider consolidating JSC arcjet with ARC arcjet facility	JSC/Estess, ARC/McDonald	
UNIVERSITY RESEARCH PARKS and PARTNERSHIPS			
40	Develop ARC research park	ARC/McDonald	
41	Examine creating DFRC aerospace research, training, and education consortia in local area	DFRC/Peterson	
42	Explore GRC research park development	GRC/Campbell	
43	Explore GRC technology park development	GRC/Campbell	
44	GSFC Space science-Planetary: examine transforming into UARC	GSFC/Diaz	
45	JSC research park: Determine how JSC could build a research park (e.g., Ames), resources required, etc.	JSC/Estess	
46	KSC SERPL: Examine transition of life sciences activities to SERPL (partnership with FSRI and UF's Center for Space and Agric. Biotech Research Institute)	KSC/Bridges	
47	Establish KSC space commerce park (partnership with Spaceport Florida Authority)	KSC/Bridges	
48	Create LaRC National Institute of Aerospace	LaRC/Creedon	
49	Expand MSFC NSSTC to cover microgravity and optics (and do <i>not</i> backfill)	MSFC/Stephenson	
50	Partner with universities and transition Center libraries to them	Center Directors	
51	Establish Research Engineering and Technology Insititues	R/Venneri	
52	Transfer spacecraft extended mission operations to universities	S/Weiler	
53	Partner with university re: GRC icing tunnel	GRC/Campbell	
54	Establish GRC Microgravity institute	GRC/Campbell	
55	Establish GRC Aerospace park	GRC/Campbell	
56	Broaden/strengthen NSBRI	JSC/Estess	
57	Develop Engineering Research Institute to provide leadership in research and applied engineering in concert with academia/industry	JSC/Estess	

NO.	CANDIDATE ACTION	ASSIGNEE	
58	KSC Spaceport and Range Technologies	KSC/Bridges	
59	Create University/LaRC Low Turbulence Pressure Tunnel partnership	LaRC/Creedon	
60	Initiate earth science applications university centers of excellence	SSC/Craig	
GOVERNMENTAL			
61	Consider establishing DFRC National Aerospace Flight Research	DFRC/Petersen	
62	Examine establishment of Space Academy at JSC	JSC/Estess	
63	Evaluate approach to establishing KSC Federal Spaceport	KSC/Bridges	
NEW WAYS OF DOING BUSINESS WITH NASA			
64	Develop distributed collaborative engineering	AB/Keegan	
65	Establish common I/T infrastructure: provide standard desktop software loads Agency-wide	AO/Holcomb	
66	Establish common I/T infrastructure: establish coporate Agency-wide electronic directory of people, places, things	AO/Holcomb	
67	Establish common I/T infrastructure: define/implement web management structure	AO/Holcomb	
68	Establish common I/T infrastructure: establish secure nomadic access to provide secure web-enabled access to files and applications	AO/Holcomb	
69	Establish common I/T infrastructure: establish I/T securitiy architecture to create NASA-wide external firewall architecture for internal NASA applications	AO/Holcomb	
70	Publications: Establish policy regarding printing, distribution, storage, disposal	AO/Holcomb, J/Sutton	
71	Develop common grants package/process	AS/Olsen	
72	Expand Human Resource options: use of IPAs, pay banding, extended terms, etc.	F/Novak	
73	Standardize organizational coding	F/Novak, B/Peterson	
74	Establish SBIR/venture capital partnership	R/Venneri	
75	Commercialize Stennis gas production, storage, and onsite distribution	Stennis/Craig	
PARTNERSHIPS			
76	JPL Earth Science: Build broader customer base (DoD and others) to deliver aggressive radar-based results program: work with Sam Armstrong/Partnership Council	S/Weiler, JPL/Blachi	
77	Partner with DoD on large optics and related areas for space-based observation	Y/Asrar, MSFC/Stephenson	
78	Explore options for building a DFRC National Science Platform Aircraft consortium	DFRC/Peterson	
79	Explore options for partnering with DoD/industry to form National Aerospace Flight Center	DFRC/Peterson	
80	Explore partnership on Aircraft Landing Dynamics Facility	LaRC/Creedon	
FACILITY CLOSURES			
81	Explore use of Rocket Propulsion Test Management Board for disposition/consolidation of Agency propulsion test facilities	M/Rothenberg	

NO.	CANDIDATE ACTION	ASSIGNEE	
82	Evaluate closures of MSFC Payload Operations Integration Center and transfer of functions to JSC	R/Rothenberg, JSC/Estess, MSFC/Stephenson	
83	Mothball JSC Manipulator Development Facility; convert RMS training to graphics-based	JSC/Estess	
84	Place JSC Thermal Vac Chamber A on standby	JSC/Estess	
85	Evaluate closure of JSC on-site main library effective FY04	JSC/Estess	
86	Evaluate closure of LaRC Impact Dynamics Research Facility after FY03	LaRC/Creedon	
87	Evaluate closure of additional MSFC facilities	MSFC/Stephenson	
OTHER			
88	Extend refresh schedule for most ODIN-supplied PCs	AO/Holcomb	
89	Establish agency-wide contract for cell phones/pagers, supplies/materials	J/Sutton	
90	Dispose of Center administrative aircraft except where necessary for time criticality or unusual circumstances (e.g., crew family transport)	J/Sutton	
91	Reincorporate Wide Area Network portion of CSOC into Program Information Systems Missions Services Contract	M/Rothenberg	
92	Transform JSC life sciences into three functions: operational aspects for astronaut crew health, JSC bridge between operational support and peer-reviewed research, and peer reviewed research	U/Olsen	
93	JSC earth science: Review requirement for earth science at JSC	Y/Asrar	
94	Get out of lines of business (outsource functions that are commercially available unless there is a time criticality requirement or function involves advanced development)	Center Directors	
95	Prioritize educational outreach programs	Center Directors	
96	Develop aggressive tech transfer delivery system <ul style="list-style-type: none"> • Develop regional profiles: Center, universities, and industries within 50 miles of Center • Invite Michael Porter to do study on opportunities • Host NASA/academia/industry/community forum on government/university/industry partnerships 	Center Directors (profile) AI/Christensen TBD	
97	Explore focusing NASA/national UAV development/flight test capability at DFRC/Edwards	R/Venneri	
98	Evaluate phasing out earth science civil servants at MSFC; maintain support through competed grant work	GSFC/Diaz	
99	Pursue development of research park to do earth science work at MSFC	GSFC/Diaz LaRC/Creedon MSFC/Stephenson	
100	Identify 10 percent overhead/burden saving at JPL	JPL/Elachi	
101	Mothball or fund operator for JSC lunar sample curatorial facility	JSC/Estess	
102	Explore options for reducing cost of JSC contractor issues	JSC/Estess	
103	Evaluate methods for reducing resource investment in special events at JSC	JSC/Estess	
104	Explore alternate funding sources for JSC Longhorn Project	JSC/Estess	
105	Re-evaluate all JSC non-reimbursible agreements based on JSC benefit	JSC/Estess	
106	Explore balanced agreements on personnel exchanges with all federal agencies	AB/Christensen	
107	Pursue providing totally digital photo lab at JSC in FY03	JSC/Estess	
108	Commercialize CSOC	JSC/Estess	

NO.	CANDIDATE ACTION	ASSIGNEE	
109	Competitive source with industry, DoD, DoE, or Stennis for WSTF functions	JSC/Estess	
110	Implement virtual engineering environment to facilitate consolidation of JSC/MSFC engineering functions	JSC/Estess MSFC/Stephenson	
111	Develop innovative process improvements in the areas of HSF customer integration and hazard analysis	JSC/Estess	
112	Phase out Super Guppy after S6 delivery	JSC/Estess	
113	Eliminate G-1 by CY02	JSC/Estess	
114	Store one SCA	JSC/Estess	
115	Evaluate savings from retirement of KC-135	JSC/Estess	
116	Discontinue ICM caretaker support: abandon HW	JSC/Estess	
117	Maximize use of off-site processing facilities	KSC/Bridges	
118	Authorize non-govt. use of on-site facilities	KSC/Bridges	
119	Increase collaboration for Spaceport and Range technologies with other Centers, states, USAFD, FAA, academia	KSC/Bridges	
120	Establish UARC/FFRDC for spaceport and range technologies (including fabrication portions of prototype lab)	KSC/Bridges	
121	Lead SLI "operations" partnerships (in support of MSFC) with other Centers and USAF	KSC/Bridges	
122	Seek alternative financing for Second Generation RLV full scale development (per Szalai SLI External Requirements Assessment Team)	MSFC/Stephenson	
123	Consider transferring MSFC ECLSS engineering and TMAS engineering to JSC	MSFC/Stephenson	
124	All engine testing (present and future – including SLI) will be managed by SSC (not development testing, however) <ul style="list-style-type: none"> Make proposal to Goldin/Stadd for SSC to become testing center for Nation (with deployable team) (deadline: within weeks) 	SSC/Craig	
REVIEW			
125	Review how many of life science SSCs at JSC might go into a research park	AS/Olsen	
126	Determine ISS research support requirement at MSFC	AS/Olsen	
127	Review microgravity requirement at MSFC	AS/Olsen	
128	Decide on WSTF parent organization: Stennis or JSC	M/Rothenberg	
129	Determine common definition of "communications" and decide which comm goes with which center (e.g., laser comm.)	R/Venneri, GSFC/Diaz, FRC/Campbell, JPL, Etachi	
130	Review requirement for optics at MSFC	S/Weiler	
131	JSC space science (planetary curation) : review requirement for JSC planetary curations	S/Weiler	
132	Review requirement for earth science functions at JSC	Y/Asrar	
133	Determine how many GSFC CS/SSC in primary responsibility areas (earth science, physics astronomy) might go to a research park	GSFC/Diaz	
134	Ensure nobody is working on passive radar measurements	JPL/Elachi	
135	Devine distinct GSFC/LaRC roles in atmospheric chemistry (e.g., laser research)	LaRC/Creedon, GSFC/Diaz	
136	Review requirement to retain propulsion function at JSC versus moving it to MSFC or SPOC	MSFC/Stephenson	

STRATEGIC RESOURCE REVIEW

ACTION ITEM NUMBER:

STATUS AS OF (date):

Action: *Title of Action*

Explanation: *Description of Action*

Center(s) involved:

Action Officers:

Headquarters:

Center:

Political Sensitivity (if any):

Dates

Plan Development Complete by: *(completed plan should include resource estimates, proposed implementation schedule, and a recommendation regarding whether or not to implement)*

Proposed Implementation Dates:

Cost Impacts:

Cost Savings:

Cost Avoidance:

Cost to Transition:

FTE Implications:

Civil Servants:

On-Site Contractors:

Grantees:

Other:

Status: