

NASA
AGENCY PROGRAM MANAGEMENT COUNCIL (APMC)
Meeting Summary, Decisions and Actions

VITAL MEETING DATA

Date: 16 August 2018
Time: 12:30 p.m. – 2:30 p.m.
Location: NASA Headquarters (HQ), 8Q40 and ViTS
Agenda: See attached
Attendance: See attached

Opening Comments:

There were no significant opening remarks.

First Item of Business: SID Insights: Cost and Schedule Insights

Kevin Gilligan, Office of the Chief Financial Officer (OCFO) Strategic Investments Division (SID), presented three insights: Lifecycle Cost and Development of Cost Metrics Against Baseline; Formulation Key Decision Point (KDP) Range Estimates; and Development of Cost Metrics Controlling for Launch Services. The insights reflect observations through third quarter FY 2018. Key messages were that cost performance has appeared to improve since the early 2000s but is falling short of the portfolio goals of 70% of projects hitting cost targets. Cost and schedule ranges for KDP-A and KDP-B do not capture the eventual high cost or schedule commitments at KDP-C baseline. Finally, cost reporting metrics can misrepresent project performance when there is an issue with the Launch Vehicle contract or changes to the launch vehicle made after the baseline is established which can skew the data. Correcting for the launch vehicle adjustments can bring projects closer to targets. Missing launch windows also increases costs due to maintaining the workforce for a longer period of time. There was discussion regarding if the Joint Confidence Level (JCL) assessments need to be higher so that projects hit cost targets. A JCL can only account for part of the discrepancy and other factors need to be considered.

There was concern from the Science Mission Directorate (SMD) that some SMD cost data may be inconsistent with SID data. It was noted that JCLs should be performed after each KDP gate. An action was given to SMD work with OCFO to better understand program performance data and identify any discrepancies in the source data. A second action was assigned to OCFO to look at the program risk through-out the program life cycle. OCFO is to identify methods to more frequently assess the risk through-out the program life cycle, tailored to program performance-based indices in an effort to support the programs in being successful. They will also identify ways to support the programs to improve cost and schedule performance. OCFO will coordinate with the Mission Directorates and Office of Chief Engineer on methods to improve cost and schedule performance. These approaches are to be included in the updated GAO Corrective Action plan which will be presented a future APMC.

Second Item of Business: Information Technology (IT) Investment Portfolio Data Analysis Briefing Status

Renee Wynn, Chief Information Officer, gave a status of a Senior Management Council (SMC) action to provide re-analysis of IT investment portfolio slicing by mission emphasis. At the SMC in June 2018 during the PPBE20 IT portfolio brief, members provided feedback that the slicing

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by IT program areas did not necessarily communicate the distribution of investment by more application-focused categories, such as research and development, modeling and simulation, etc. The OCIO was given an action to re-analyze the data with a focus on mission-focused end use of IT, to the extent enabled by the currently collected data. In response to the action the Information Technology Council (ITC) decided that the agency will use the current state of NASA systems plus Technology Business Management (TBM). A model for a full IT taxonomy for the Fiscal Year 2021 budget cycle was laid out and shows full mission capabilities, allowing IT to be split out along with identification of what drives IT costs. Based on the presentation the action was closed.

Third Item of Business: Agency-wide Small Sat/CubeSat Working Group

Dr. Charles Norton, Lead, Agency-wide Small Sat/CubeSat Working Group presented the outcome of an action assigned at the September 2017 Capability Days to establish a Cube-Sat/Small Satellite Coordination Working Group. The result was the recommendation to charter a Small Spacecraft Coordination Group (SSCG). The role of SSCG will be to provide advice to Science, Human Exploration and Operations, and Space Technology Mission Directorate Associate Administrators. Specific areas will be addressed in Fiscal Year 2019 including the development of a strategic implementation plan. Mr. Jurczyk stated the SSCG can work at the Mission Directorate Associate Administrator level for the charter. The charter will follow the agency process for approval. Science Mission Directorate leadership has the action to work with other Mission Directorates to identify an integrated strategy. The action was closed and a status update on the SSCG will be presented at the March 2019 Capability Days.

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Robert J. Hanley
APMC Executive

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Agenda
Agency Program Management Council Meeting
August 16, 2018
NASA Headquarters, Room 8Q40 & ViTS

12:30	Roll Call and General Admin	PMC Exec/Robert Hanley
12:35	Opening Remarks	NASA AA/Steve Jurczyk
12:40	IT Investment Portfolio Data Analysis Briefing Status (Informational)	OCFO/Sheena Burrell
12:50	SID Insights: Cost and Schedule Insights (Informational)	OCFO-SID/Kevin Gilligan
1:10	Agency-wide Small Cube/Sat Working Group (Informational)	SMD/Charles Norton
2:10	Review Actions	PMC Exec/Robert Hanley
2:20	Adjourn	

PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
16-Aug-18
MEMBERS

Position	Name	Signature
Associate Administrator	Steve Jurczyk	(b) (6)
Deputy Associate Administrator	Melanie Saunders, Acting	(b) (6)
Chief Information Officer	Renee Wynn	(b) (6)
Chief Engineer	Joe Pellicciotti (for)	(b) (6)
Chief Financial Officer	Jeff DeWit	(b) (6)
Deputy Chief Financial Officer	Andrew Hunter	(b) (6)
- Director, OCFO/SID	Jonathon "Craig" McArthur	(b) (6)
Chief Health & Medical Officer	James (J.D.) Polk	(b) (6)
Chief Safety & Mission Assurance	Terry Wilcutt	(b) (6)
Chief Safety & Mission Assurance	Hal Bell (for)	(b) (6)
Chief Scientist	Jim Green	(b) (6)
Chief Technologist	Douglas Terrier	(b) (6)
General Counsel	Sumara Thompson-King	(b) (6)
Associate Administrator, Small Business	Glenn Delgado	(b) (6)
Associate Administrator, ARMD	Jaiwon Shin <i>William Hopper</i>	(b) (6)
Associate Administrator, HEOMD	Toni Mumford (for) <i>Jim Nor</i>	(b) (6)
Associate Administrator, SMD	Thomas Zurbuchen	(b) (6)
Associate Administrator, STMD	Jim Reuter, Acting	(b) (6)
Associate Administrator, Mission Support	Ron Brade (for)	(b) (6)
Assistant Administrator, Human Capital	Tiffany Schuffert (for)	(b) (6)
ARC Center Director	Deb Feng (for)	(b) (6)
AFRC Center Director	Joe Piotrowski (for)	(b) (6)
GRC Center Director	Marla Pérez-Davis (for)	(b) (6)
GSFC Center Director	Chris Scolese	(b) (6)
JPL Center Director	Richard Cook (for)	(b) (6)
JSC Center Director	Mike Hess (for)	(b) (6)
KSC Center Director	Kelvin Manning (for)	(b) (6)
LaRC Center Director	David Bowles	(b) (6)
MSFC Center Director	Paul McConaughy (for)	(b) (6)
SSC Center Director	Randy Galloway (for)	(b) (6)
APMC Executive	Robert Hanley	(b) (6)

PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
16-Aug-18

Other Invitees and Presenters

Position	Name	Signature
Administrator	Jim Bridenstine	(b) (6)
Deputy Administrator	VACANT	
Chief of Staff	Tom Cremins, Acting	
Associate Administrator, Strategy and Plans	Ave Kludze (for)	
Associate Administrator, OLIA	Jennifer Grove (for)	
Associate Administrator, Communications	Bob Jacobs, Acting	
Assistant Administrator, Procurement	Bill Roets (for)	
Assistant Administrator, Strategic Infrastructure	Calvin Williams	
Director, NASA Management Office	Kaiser Adeni (for)	
OACS Senior Analyst	Jeff Beyer	
OACS Analyst	Judy Carrodeguas	
OCFO-SID Insights Manager	Alesyn Lowry	
HEOMD Representative to the SSCG	Andres Martinez	
Presidential Appointments Team	Brandon Eden	
Agency Wide Small Cube/Sat Working Group Lead, Presenter	Charles Norton	
STMD Representative to the SSCG	Christopher Baker	
OCFO-SID Branch Chief	David Walters	
Director, OACS	Dennis Boccippio	
OCFO-SID Insights Editor	Florence Li	
OSMA	Gerry Schumann	
Senior Advisor to the Associate Administrator	James Ortiz	
OCFO-SID Insights Presenter	Kevin Gilligan	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
OCFO/SID	Mark Hill	
Pathways Intern/LaRC	Matt Carrier	
Executive Assistant to the Deputy AA	Natalie Simms	
OSMA	Pete Panetta	
Principal Advisor for Enterprise Protection	Raynor Taylor	