

**NASA Agency Program Management Council
September 2018 Capability Days APMC Decision Memorandum**

Summary: The Agency Program Management Council (APMC) met on September 25-26, 2018, focusing on continued progress implementing the Capability Leadership Model (CLM) across the Agency. This also included an informational topic on the Capability Leadership Model - Concept of Operations (ConOps) and Evolution of System and Discipline Capabilities, which introduces a different approach to capability leadership. Several other informational topics were presented including the revised Aeronautics Evaluation and Test Capabilities (AETC) funding model to use appropriate funding sources, a status on the Digital Transformation Study and the approach for determining human rating for deep space vehicle design. Additional background related to this APMC, including prior actions, is referenced in the March 2018 APMC Capability Days summary posted to "Inside NASA". For all topics discussed at this APMC, supporting files can be found on NX in the September 2018 APMC Capability Days meeting folder.

Decisions:

This APMC was established as both informational and decisional. The following specific decisions were made during the meeting upon review of the recommendations.

Reorganize the Mission Operations Capabilities Team (MOCT) into a Ground Operations Security Team (GOST) aligned to the Enterprise Protection Board governance. Transition the MOCT Integrated Tiger Teams (ITT) into Communities of Practice – JSC/Troy Leblanc

Decision 1: Reorganize the existing MOCT, where appropriate, with support from Mission Networks which will report under the Enterprise Protection Board (EPB) governance in conjunction with the Office of the Chief Information Officer (OCIO) as the GOST. Transition the MOCT Integrated Tiger Teams (ITT) into Communities of Practice aligning with the new capability leadership model once approved.

Elevate and establish a System-level Nuclear Capability for the Agency – STMD/Jim Reuter, SMD/Thomas Zurbuchen

Decision 2: Elevate and establish a System-level Nuclear Capability for the Agency with STMD as the lead and SMD as the deputy to provide broader perspective, roadmap progression and improved capability alignment with the Mission Directorate programs.

Assign the Nuclear Capability Leadership Sub-team to focus on Nuclear Launch Approval – STMD/Jim Reuter

Decision 3: Assign the Nuclear Capability Leadership Sub-team to monitor progress and review findings from on-going studies, in preparation for future NASA policy and process changes related to nuclear launch approval. This decision is intended to focus on policy and criteria for nuclear launch approvals for missions after Mars 2020, with a focus on emerging technologies, and not impact current mission implementations.

Center Roles Update – Mission Directorates

Decision 4: The request to add KSC as a supporting center role for In Situ Resource Utilization (ISRU) was presented by the Capability Leader with concurrence from both HEOMD and STMD. The request was approved. For SMD center roles, updates to change ARC and MSFC for both medium and small flight missions for mission proposals and development from supporting to prime was also approved.

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Actions:

No actions were closed.

New Formal Actions:

1. **09-25-2019 Formal #1**: Present the specific action plans that each regional aircraft operations lead center (AFRC, LaRC, JSC) will take to improve effectiveness and efficiency and report at the Baseline Performance Review. Assigned to AMD/Richard Schlatter. Due: January 24, 2019 (BPR)
2. **09-26-2018 Formal #2**: Life Sciences Research Capability Leader to bring decision package regarding options to include Physical Sciences (Fluid Physics, Complex Fluids, Combustion, Materials Science, Biophysics, Fundamental Physics) in the updated capability leadership model. Assigned to HEOMD/Craig Kundrot. Due: March 2019 (Capability Days)
3. **09-26-2018 #3**: Engage with Center Directors to address how the proposed ConOps could best support strategic decision making at the Center level. Complete before returning to APMC for decision. Assigned to OA/James Ortiz and LaRC/Dawn Schaible. Due: December 6, 2018 (APMC)

New Informal Actions:

1. **09-25-2019 Informal #1**: For Autonomous System Capability add a member of the Office of the Chief Information Officer (OCIO) to the team for Cyber Security. Assigned to STMD/Terry Fong. Due: October 31, 2018
2. **09-26-2018 Informal #2**: Add members of Launch Services Program to the Nuclear Power and Propulsion Capability Leadership Team. Also include members from the Office of the Chief Health and Medical Officer (OCHMO) in the efforts for the Nuclear Launch Approval process. Assigned to STMD/Lee Mason. Due: October 31, 2019.

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Forward Work:

1. Aircraft Management Division (AMD) to work with GRC and JSC regarding proper region for GRC, specifically whether that should be in the JSC region vs. the currently proposed LaRC region due to typical flight operation collaboration between GRC and JSC.
2. The Nuclear Sub-team, working with STMD, will assess potential “next step” Nuclear Thermal Propulsion (NTP) demonstrations being proposed internally and externally to NASA and develop a recommended agency strategy to be reviewed at a future Engineering Management Board (EMB) and APMC. The scope is to be expanded to include Nuclear Electric Propulsion (NEP).
3. The HEOMD center roles update will be finalized and presented to the 2018 Agency Strategic Implementation Plan (ASIP) meeting currently scheduled in November, 2018.
4. Human rating approach for deep space vehicle design team will continue working on proposed recommendations specifically looking at the reliability-based approach for exploration and the Loss of Crew (LOC) and Loss of Mission (LOM) requirement in exploration missions. Goals for LOC/LOM need to be developed that are achievable and acceptable for exploration missions. An updated status will come to the March 2019 Capability Days.
5. Additional items that will come to the March 2019 Capability Days include a status of the Small Satellite Coordination Group (SSCG) by SMD/Charles Norton and Digital Transformation by LaRC/J.F. Barthelemy and ARC/Bryan Biegel.

NASA Agency Program Management Council
September 2018 Capability Days APMC Decision Memorandum

Approval

(b) (6) 10/5/18

Associate Administrator Date
APMC Chair

(b) (6) 10-5-18

Deputy Associate Administrator Date
MSC Chair

Agenda
Agency Program Management Council Meeting
September 25-26, 2018
NASA Headquarters, Room 8Q40 & ViTS

September 25 — Capability Day 1

- | | | |
|-------|--|--|
| 12:30 | Roll Call, General Admin, Overview | PMC Exec/Robert Hanley |
| 12:40 | Opening Remarks | NASA AA/Steve Jurczyk |
| 12:50 | Capability Update – Aircraft Operations | AMD/Richard Schlatter |
| 1:20 | System Capability Assessments | MD Capability Leaders |
| | ➤ Baseline – Autonomous Systems | STMD/Terry Fong |
| 1:50 | System Capability Assessments (Cont'd) | MD Capability Leaders |
| | ➤ Re-baseline – Entry, Descent and Landing | STMD/Michelle Munk Baseline - |
| | ➤ Re-baseline – In Situ Resource Utilization | HEOMD/Jerry Sanders |
| | ➤ Environmental Control & Life Support System | HEOMD/Robyn Gatens |
| 3:20 | Revised Aerospace Funding Model | OCFO/Sue Romans |
| 3:35 | Digital Transformation Study Status | ARC/Bryan Biegel
LaRC/J.F. Barthelemy |
| 4:20 | Human Rating Approach for Deep Space Vehicle Design Status | OCE/John McManamen |
| 4:50 | Review Day 1 Actions, Status Updates | PMC Exec/Robert Hanley |
| 5:00 | Adjourn | |



AGENCY PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
25-26 September 2018
Day 1 - 25 September 2018
MEMBERS

Position	Name	Signature
Associate Administrator	Steve Jurczyk	(b) (6)
Chief of Staff	Tom Cremins, Acting	
Deputy Associate Administrator	Melanie Saunders, Acting	
Associate Administrator, Strategy and Plans	Ave Kludze (for)	
Chief Financial Officer	Jeff DeWit <i>Craig McArthur</i>	
Chief Information Officer	Renee Wynn	
Chief Engineer	Ralph Roe	
Chief Health & Medical Officer	James (J.D.) Polk	
Chief Safety & Mission Assurance	Terry Wilcutt	
Chief Scientist	Helen Grant (for)	
Chief Technologist	Douglas Terrier	
General Counsel	Tom McMurry (for)	
Associate Administrator, ARMD	Jay Dyer (for) <i>Jon Ma</i>	
Associate Administrator, HEOMD	Toni Mumford (for)	
Associate Administrator, SMD	Dennis Andrucyk (for)	
Associate Administrator, STMD	Jim Reuter, Acting <i>Attended</i>	
Associate Administrator, Mission Support	Dan Tenney	
ARC Center Director	Carol Carroll (for)	
AFRC Center Director	David McBride	
GRC Center Director	Janet Kavandi	
GSFC Center Director	Chris Scolese	
JPL Center Director	Richard Cook (for)	
JSC Center Director	Mark Geyer <i>Hanessa Wyche</i>	
KSC Center Director	Kelvin Manning (for)	
LaRC Center Director	David Bowles	
MSFC Center Director	Jody Singer	
SSC Center Director	Randy Galloway (for)	
APMC Executive	Robert Hanley	

AGENCY PROGRAM MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
25-26 September 2018
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Invitees and Other Attendees

Position	Name	Signature
Administrator	Jim Bridenstine	(b) (6)
Deputy Administrator	VACANT	
Director, OCFO/SID	Jonathon "Craig" McArthur	
Associate Administrator, Communications	Bob Jacobs, Acting	
Associate Administrator, ODEO	Steve Shih	
Associate Administrator, Office of STEM Engagement	Michael Kincaid	
Associate Administrator, OIIR	Al Condes	
Associate Administrator, OLIA	Rebecca Lee, Acting	
Associate Administrator, Small Business	Glenn Delgado	
Assistant Administrator, Human Capital	Bob Gibbs	
Assistant Administrator, Procurement	Monica Manning <i>for</i>	
Assistant Administrator, Protective Services	Joe Mahaley	
Assistant Administrator, Strategic Infrastructure	Calvin Williams	
Executive Director, Headquarters Operations	Jay Henn	
Executive Director, NSSC	Anita Harrell	
Director, NASA Management Office	Kaiser Adeni (for)	
Lead for Strategic Integration	Al Conde	
Deputy Chief Financial Officer	Andrew Hunter	
HEOMD	Benjy Neumann	
NASA Rendezvous and Capture System Capability Leadership Team	Bo Naasz	
ARC	Bryan Biegel	
Electrical Power Capability Leader	Chris Iannello	
Aerosciences Capability Leader	David Schuster	
Engineering Director/LaRC	Dawn Schaible	
Chief Engineer/ARC	Dean Kontinos	
Director, OACS	Dennis Boccippio	
SCaN Program/HEOMD/Director and System Capability Lead	Donald Cornwell	

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Position	Name	Signature
SMD 	Ellen Gertsen 	(b) (6)
GSFC Director, Applied Engineering & Technology Directorate	Felicia Jones	
Deputy Director, OCFO/SID	Garth Henning	
OSMA	Gerry Schumann	
Deputy Chief, OSMA	Hal Bell	
Life Support and Active Thermal Capability Leade	Hank Rotter	
Office of the Administrator, Senior Advisor	James Ortiz	
LaRC Chief Technologist	Jean-François M. Barthelemy	
ISRU Lead/HEOMD	Jerry Sanders	
Associate Director for Technical/LaRC	Jill Marlowe	
MD Chief Engineer	Joe Gasbarre	
Deputy Chief Engineer/HQ	Joe Pelliocitti	
OCE	John McManamen	
OACS Analyst	Judy Carrodegus	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
HEOMD	Mark Vande Hei	
EDL System Capability Lead/LaRC	Michelle Munk	
TDT Deputy for Nuclear Power and Propulsion	Mike Houts	
MSD Office of Strategic Infrastructure	Mike Mastaler	
ECLSS SCLT Deputy/JSC	Molly Anderson	
GSFC Associate Director	Nancy Abell	
Exec Assistant to the Deputy Assoc Admin	Natalie Simms	
MSC Executive (in training)	Patricia Morrissey	
MSFC Deputy Director	Paul McConnaughey	
Office of the Administrator	Randy Cruz	
Principal Advisor for Enterprise Protection	Raynor Taylor	

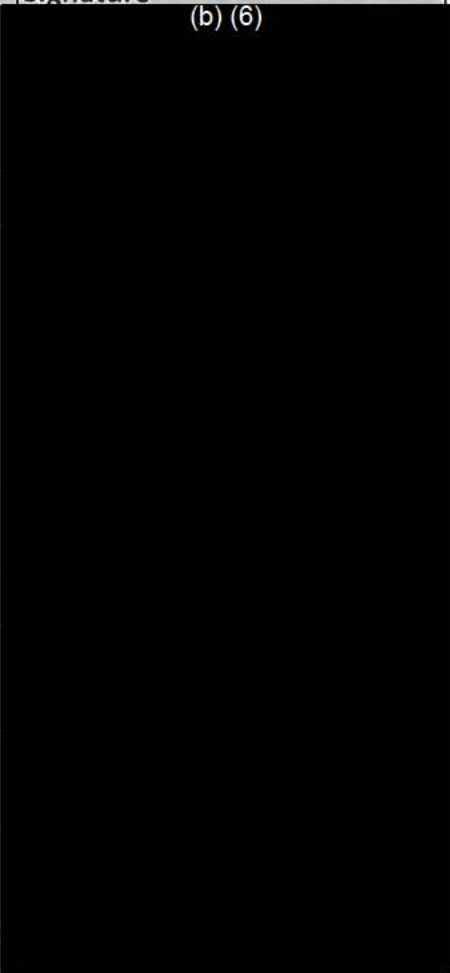
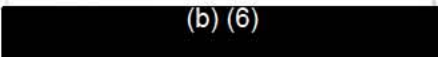
AGENCY PROGRAM MANAGEMENT COUNCIL

NASA Headquarters - 8Q40

25-26 September 2018

Day 1 - 25 September 2018

Invitees and Other Attendees

Position	Name	Signature
Mission Systems Division/JSC	Rex Frazier	
Materials Capability Leader	Richard Russell	
Presenter, Aircraft Division	Richard Schlatter	
HEOMD	Robyn Gatens	
GSFC Chief Financial Officer	Steve Shinn	
OCFO	Sue Romans	
OCE Technical Integration	Susan Minor	
Detailee for Capability Leadership/OCE	Teresa Kline	
STMD	Terry Fong	
Lead, Capability Leadership Integration/OCE	Terry Spagnuolo	
Propulsion Capability Leader (Acting)	Tom Brown	
Detailee for Capability Leadership/OCE	Tommy Mack	
Chief, Mission Systems Division/JSC	Troy LeBlanc	
HEOMD SUPERVISOR / LSRC lead	Craig Kundrat	
AS-SCIT Deputy	Donnelly Allen	
Nuclear CLT	Lee Mason	
SE ADVISOR to ADMINISTRATIVE	Randy Cow	
OLIA	Scott Broemse	
OACS Support, Total Solutions, Inc.	Sophia Bogat	
OACS Support, Total Solutions, Inc.	Lisa Connell	

Agenda
Agency Program Management Council Meeting
September 25-26, 2018
NASA Headquarters, Room 8Q40 & ViTS

September 26 — Capability Day 2

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|-------|--|---|
| 9:30 | Roll Call and General Admin | PMC Exec/Robert Hanley |
| 9:35 | Opening Remarks | NASA AA/Steve Jurczyk |
| 9:40 | Research Capability Assessments | |
| | ➤ Re-Baseline – Life Sciences Research | HEOMD/Craig Kundrot |
| 9:55 | Capability Update – Mission Operations | JSC/Troy Leblanc |
| 10:25 | Discipline Capability Assessment | |
| | ➤ Re-baseline – Nuclear Power & Propulsion | STMD/Lee Mason |
| 10:55 | Capability Leadership Model - Concept of Operations
And Evolution of System and Discipline Capabilities | OA/James Ortiz
LaRC/Dawn Schaible
STMD/Prasun Desai |
| 11:55 | Break | |
| 12:15 | Capability Leadership Model - Concept of Operations and Evolution of System and
Discipline Capabilities Continued | |
| 1:25 | EMB Integrated Perspective | OCE/Terry Spagnuolo |
| 2:25 | Center Roles Update by Mission Directorates | ARMD/Jon Montgomery
HEOMD/Toni Mumford
SMD/Dennis Andrucyk
STMD/Prasun Desai |
| 3:05 | Review Day 2 Actions, Status Updates | PMC Exec/Robert Hanley |
| 3:10 | Adjourn | |

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25-26 September 2018
Day 2 - 26 September 2018
MEMBERS

Position	Name	Signature
Associate Administrator	Steve Jurczyk	(b) (6)
Chief of Staff	Tom Cremins, Acting	
Deputy Associate Administrator	Melanie Saunders, Acting	
Associate Administrator, Strategy and Plans	Ave Kludze (for)	
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Chief Technologist	Douglas Terrier	
General Counsel	Tom McMurry (for)	
Associate Administrator, ARMD	Jay Dryer (for) Jan Montoye	
Associate Administrator, HEOMD	Toni Mumford (for)	
Associate Administrator, SMD	Dennis Andrucyk (for)	
Associate Administrator, STMD	Jim Reuter, Acting attended	
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Executive Director, Headquarters Operations	Jay Henn	
Executive Director, NSSC	Anita Harrell	
Director, NASA Management Office	Kaiser Adeni (for)	
HEOMD	Benjy Neumann	
NASA Rendezvous and Capture System Capability Leadership Team	Bo Naasz	
Director, Space Life & Physical Sciences Research & Applications	Craig Kundrot	
Aerosciences Capability Leader	David Schuster	
Engineering Director/LaRC	Dawn Schaible	
Chief Engineer/ARC	Dean Kontinos	
Director, OACS	Dennis Boccippio	
SCaN Program/HEOMD/Director and System Capability Lead	Donald Cornwell	
SMD	Ellen Gertsen	

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Deputy Director, OCFO/SID	Garth Henning	
OSMA	Gerry Schumann	
Deputy Chief, OSMA	Hal Bell	
Life Support and Active Thermal Capability Leader	Hank Rotter	
Office of the Administrator, Senior Advisor	James Ortiz	
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Associate Director for Technical/LaRC	Jill Marlowe	
MD Chief Engineer	Joe Gasbarre	
Deputy Chief Engineer/HQ	Joe Pelliocitti	
OCE	John McManamen	
STMD/Principal Technologist for Power, Energy & Thermal Systems	Lee Mason	
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
HEOMD	Mark Vande Hei	
GRC Deputy Director	Marla Pérez-Davis	
TDT Deputy for Nuclear Power and Propulsion	Mike Houts	
MSD Office of Strategic Infrastructure	Mike Mastaler	
ECLSS SCLT Deputy/JSC	Molly Anderson	
GSFC Associate Director	Nancy Abell	
Exec Assistant to the Deputy Assoc Admin	Natalie Simms	
MSC Executive (in training)	Patricia Morrissey	
MSFC Deputy Director	Paul McConnaughey	
STMD	Prasun Desai	
Office of the Administrator	Randy Cruz	
Principal Advisor for Enterprise Protection	Raynor Taylor	
Mission Systems Division/JSC	Rex Frazier	
Materials Capability Leader	Richard Russell	
Office of Budget (detailee)	Scott Broemsen	

AGENCY PROGRAM MANAGEMENT COUNCIL

NASA Headquarters - 8Q40

25-26 September 2018

Day 2 - 26 September 2018

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Position	Name	Signature
GSFC Chief Financial Officer	Steve Shinn	(b) (6)
OCE Technical Integration	Susan Minor	(b) (6)
Detailee for Capability Leadership/OCE	Teresa Kline	(b) (6)
Lead, Capability Leadership Integration/OCE	Terry Spagnuolo	(b) (6)
Propulsion Capability Leader (Acting)	Tom Brown	(b) (6)
Detailee for Capability Leadership/OCE	Tommy Mack	(b) (6)
Chief, Mission Systems Division/JSC	Troy LeBlanc	(b) (6)
<i>Deputy, Enterprise Protection</i>	<i>Michael Helle</i>	(b) (6)
<i>Enterprise Protection</i>	<i>Rory Taylor</i>	(b) (6)
	<i>CHRISTOPHER</i>	(b) (6)
<i>EDLSCLT Lead</i>	<i>Michelle Munk</i>	(b) (6)
<i>RPS Program Exec/SND NEDT</i>	<i>Leonard Dordzinski</i>	(b) (6)
<i>Deputy AS-SCLT</i>	<i>Danette Allen</i>	(b) (6)
<i>ECISS SCLT Lead</i>	<i>Robyn Gatens</i>	(b) (6)
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OACS Support, Total Solutions, Inc.	Sophia Bogat	(b) (6)
OACS Support, Total Solutions, Inc.	Lisa Connell	(b) (6)