NASA SENIOR MANAGEMENT COUNCIL
Meeting Minutes and Actions

VITAL MEETING DATA
Dates: June 26, 2018, 8:30 AM – 5:30 PM
Dates: June 27, 2018, 8:30 AM – 11:45 AM; 3:00 PM – 5:00 PM
Location: NASA Headquarters 8Q40
Agenda: See attached
Attendance: SMC Members; one RMO rep per CAM; invited OCFO staff; Center CFOs (remote)

MEETING ACTIVITIES

- The Senior Management Council (SMC) convened to brief the PPBE20 Program Analysis and Alignment (PAA) reports to the Administrator, per section 3.4.5.1.b.(2) of its charter.
- Twelve actions resulting from the discussion were issued.
- The PPBE20 Issues Book was distributed to members, and comments solicited.

Ed note: Budget activities prior to the President's Budget Request in February are embargoed. Minutes for this meeting are limited to a high level overview, and select crosscutting feedback by the Administrator.

FIRST ITEM OF BUSINESS: *PPBE20: OCFO Overview (informational)*

Alesyn Lowry, OCFO/Strategic Investments Division, presented an overview of the purpose of the PAA briefings to the Administrator, key issues for the SMC to discuss, and a review of guidance provided in the PPBE Strategic Programming Guidance (SPG). The PAA objectives are to discuss the state of the Agency at budget control levels, at requested levels, and within the context of a longer term budgetary outlook. Lowry provided executive summaries of each Control Account Manager (CAM)'s budget submission, significant overguide requests and issues, and summaries of two in-depth budget assessments requested in the SPG. Budget issues will be decided by the Executive Council in late July; final submission to OMB will be approved in late August, and the FY20 budget will be requested by the President in February 2019.

SECOND ITEM OF BUSINESS: *PPBE20: New FTE Management Model (informational)*

Bob Gibbs, Chief Human Capital Officer, presented an executive summary of a new FTE management model introduced in PPBE20. The prior approach, in use since FY12, was focused on ceilings and FTE allocations to mission directorates, and was fundamentally a supply- rather than requirements-driven model. Migration to a funding- rather than ceiling-based model will also increase flexibility at the Center levels to implement. Recent decisions such as Center Role assignments will also help move to a requirements-driven model, but are incomplete in that they do not address capacity; the role of the civil servant in implementing assigned roles will be critical in generating additional guidance and clarification. Members discussed the need for additional flexibilities in workforce management, but also cautioned that we must first clearly define what problems we are trying to solve before pursuing new flexibilities. Steve Jurczyk, Associate Administrator, stressed the need to arrive at clear direction to the Centers in order to move forward, as the model is refined and implemented. Maturation of the FTE management model will be incorporated into the Strategic Workforce Planning activity and revisited in the fall.

THIRD ITEM OF BUSINESS: *PPBE20: CAM PAAs and Issues Briefings (informational)*

The Associate Administrator (AA) for each of the budget CAMs (Human Exploration and Operations Mission Directorate, Aeronautics Mission Directorate, Space Technology Mission Directorate, Science Mission Directorate, Mission Support Directorate, Office of Education) presented a detailed PAA report to the Administrator. The AA's briefed the strategic context for their request; key options, trades, and issues/overguide needs; a mapping of their request into mission implementation milestones through the out-year budget horizon; workforce needs; new or imminent acquisition decisions; and key program decision points.

While the detailed discussions are embargoed and not included in meeting minutes, in several areas the Administrator provided broad directional guidance beyond the budget build:

- Within Aeronautics, Bridenstine emphasized the importance for national competitiveness of advancing technologies to address emerging aviation markets, and advancing technologies that will contribute to meeting the long term critical stresses on national and international airspace management.
- In Space Technology, he stressed the importance of an investment approach which avoided picking winners and losers, preserved access, and was clear on intellectual property rights.
- With respect to Education, the Administrator underscored the absolute criticality of STEM to ensuring national economic and physical security… we cannot underestimate how prominent NASA is for sustaining American excellence. Education is a critically important thing that we do, and should not be confined to a small portion of the budget; it should be considered in all NASA activities.

FOURTH ITEM OF BUSINESS: *PPBE20: OCIO Overview and FITARA (informational)*

Renee Wynn, Chief Information Officer, presented an overview of NASA's current IT portfolio, which is part of required submissions to OMB alongside the budget. OCIO and the Information Technology Council (ITC) have made significant progress over the last several years in agreeing on IT category definitions; in identifying NASA's IT investments; and in improving the strategy and governance for IT investment management. The improved data will enable NASA to reduce duplication of IT capabilities, drive economies of scale, improve NASA's security posture, reduce operations and maintenance costs and modernize IT, and increase efficiencies. While the reported NASA totals continue to increase each year, this reflects continuing improvement in our ability to track our IT, rather than newly added content.

During discussion the Associate Administrator emphasized the importance of ensuring that our mission networks are as well protected as our corporate networks, and in reviewing and prioritizing our IT security risks and vulnerabilities.

FIFTH ITEM OF BUSINESS: *HEO/STMD Reorganization Options Update (informational)*

Steve Jurczyk, Associate Administrator, presented a status update on the STMD/HEOMD reorganization study tasked to NASA. The study team has identified three options, and the final decision will be made by the Administrator this summer, after which it will require OMB notification. The options include maintaining the status quo with portfolio content adjustments, creating two new mission directorates similar to the old ESMD/SOMD model, or creating a single mission directorate combining the current HEOMD and STMD content.

From a budget context, a portion of the Advanced Exploration Systems technology development portfolio will be merged with STMD content into an Exploration Research & Technology budget account, regardless of the organizational structure selected.

SIXTH ITEM OF BUSINESS: *Strategic Outlook (informational)*

John Aitchison, OCFO/Strategic Investments Division, briefed a strategic outlook which integrated NASA's long term buying power trends relative to inflationary pressure, disconnects between executive and legislative branch postures on NASA budget, and workforce trends, supply and demand. He presented an update to the Agency Mission Planning Manifest (AMPM) which maps the budget controls into achievable missions on a decadal time scale, and highlighted specific time periods during that window when budgetary pressure would be greatest given the planned content. From the analyses, Aitchison provided findings on the achievability of the mission portfolio and schedule under various assumptions.
The Outlook led to a discussion by members on strategies to prioritize in-guide and overguide mission content, relative to available resources and the policy and interests of external stakeholders.

SEVENTH ITEM OF BUSINESS: *Input from Centers, Discussion (informational)*

The Administrator solicited feedback from each Center, and then all SMC members, on the budget discussion and strategic approach. Multiple members complimented the Mission Support Directorate on developing a compelling brief which characterized the institutional budget strategy, challenges and future path. MSD was actioned to provide the Administrator information from their brief on how savings from the Mission Support Future Architecture Program (MAP) are being re-invested to address critical mission support issues, as well as mission needs, so that he could share during upcoming Center visits.

In closing discussion several items which emerged during the budget briefings were addressed, and the Administrator provided thoughts:
- Bridenstine provided feedback relative to workforce flexibilities, agreeing with the need to build consensus on how to create flexibilities, and in clarifying our guidance on the role of the civil servant and how and when to use contractors. He also stressed that NASA will lose its competitive edge in recruiting talent very quickly if it takes too long to hire new employees.
- He provided feedback on NASA's direction within the context of other nations' space interests and aspirations.
- He stressed the importance of honest and unbiased Mission Reviews within SMD, relative to mission extension or termination.

During discussion, members expressed concern about a perceived significant increase in recent years in issues of fundamental quality, workmanship, or process control among NASA's industrial base suppliers, both primes and subtier. The Office of the Chief Engineer, with the Office of Safety and Mission Assurance, was actioned to conduct a preliminary assessment, both internal and if possible with interagency partners, to determine if the perception was valid, and whether it might merit escalation to the National Space Council. Preliminary findings are due at the July Baseline Performance Review (BPR).

The Council ended its meeting at 5:30 PM.
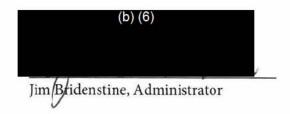

Minutes prepared by:

(b) (6)

Dennis Boccippio
Executive Secretary, Senior Management Council

Minutes approved by:

(b) (6)

Tom Cremins, Acting Chief of Staff

Minutes approved by:

(b) (6)

Jim Bridenstine, Administrator

NASA Senior Management Council (SMC) Agenda
PPBE20 Administrator's PAA Briefings (Day 1)

Tue June 26 2018, 8:30 AM – 5:30 PM, 8Q40

Attendance: SMC Member or an approved Delegate, 1 rep from each CAM RMO, Center CFOs (remote only)
Restrictions: All materials are embargoed, budget pre-decisional
Meeting Materials: https://nx.arc.nasa.gov/nx/dsweb/View/Collection-118068

Time	Topic	Presenter
8:30	**Introductory Comments** *(15 min, informational)*	*Administrator, Jim Bridenstine*
8:45	**PPBE20 OCFO Overview** *(30 min, informational)*	*OCFO, Alesyn Lowry*
9:15	**PPBE20 New FTE Management Model** *(30 min, informational)*	*OHCM, Bob Gibbs*
9:45	**HEOMD PPBE20 PAA and Issues Briefing** *(120 min, informational)*	*HEOMD, William Gerstenmeier*
11:45	*Break for lunch (45 min)*	
12:30	**ARMD PPBE20 PAA and Issues Briefing** *(60 min, informational)*	*ARMD, Jaiwon Shin*
1:30	**ER&T PPBE20 PAA and Issues Briefing** *(75 min, informational)*	*STMD, Jim Reuter*
2:45	*Break (15 min)*	
3:00	**SMD PPBE20 PAA and Issues Briefing** *(120 min, informational)*	*SMD, Thomas Zurbuchen*
5:00	**PPBE20: Input from Centers, Discussion**	*All*
5:30	**Closing Comments, Day 1**	*Administrator, Jim Bridenstine*

NASA Senior Management Council (SMC) Agenda
PPBE20 Administrator's PAA Briefings (Day 2)

Wed June 27 2018, 8:30 AM – 11:45 AM, 3:00 – 5:00 PM, 8Q40

Attendance: SMC Member or an approved Delegate, 1 rep from each CAM RMO, Center CFOs (remote only)
Restrictions: All materials are embargoed, budget pre-decisional
Meeting Materials: https://nx.arc.nasa.gov/nx/dsweb/View/Collection-118068

8:30	MSD PPBE20 PAA and Issues Briefing (90 min, informational)	MSD, Dan Tenney
10:00	STEM Engagement PPBE20 PAA & Issues (45 min, informational)	Office of Education, Mike Kincaid
10:45	OCIO Overview and FITARA (60 min, informational)	OCIO, Renee Wynn
11:45	Break; SMC reconvenes at 3:00 PM	
3:00	HEO/STMD Reorganization Options Update (30 min, informational)	Associate Administrator, Steve Jurczyk
3:30	Agency Mission Planning Model (AMPM) and Strategic Outlook (30 min, informational)	OCFO, John Aitchison
4:00	PPBE20: Input from Centers, Discussion (60 min, informational)	All
5:00	Closing Comments, Day 2	Administrator, Jim Bridenstine

SENIOR MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
26-28 June 2018
MEMBERS

Position	Name	Signature
Administrator	Jim Bridenstine	(b) (6)
Deputy Administrator	VACANT	
Associate Administrator	Steve Jurczyk	
Chief of Staff	Tom Cremins, Acting	
Deputy Chief of Staff	Gabe Sherman	
Deputy Associate Administrator	Melanie Saunders, Acting	
Associate Administrator, Strategy and Plans	Tom Cremins	
Chief Financial Officer	Jeff DeWit	
Deputy Chief Financial Officer	Andrew Hunter	
Chief Information Officer	Renee Wynn	
Chief Engineer	Ralph Roe	
Chief Engineer	Joe Pellioccitti, Acting	
Chief Health & Medical Officer	James (J.D.) Polk	
Chief Safety & Mission Assurance	Terry Wilcutt /Hal Bell	
Chief Scientist	Jim Green	
Chief Technologist	Douglas Terrier, Acting	
General Counsel	Sumara Thompson-King	
Associate Administrator, Communications	Bob Jacobs, Acting	
Associate Adminstrator, ODEO	Omega Jones (for)	
Associate Administrator, Office of STEM Engagement	Michael Kincaid, Acting	
Associate Administrator, OIIR	Al Condes	
Associate Administrator, OLIA	Rebecca Lee, Acting	
Associate Administrator, Small Business	Tabisa Taliwaku Kalisa (for)	
Associate Administrator, ARMD	Jaiwon Shin	
Associate Administrator, HEOMD	William Gerstenmaier	
Associate Administrator, SMD	Thomas Zurbuchen	
Associate Administrator, SMD	Dennis Andruczyk (for)	
Associate Administrator, STMD	Jim Reuter, Acting	
Associate Administrator, Mission Support	Dan Tenney	
- Assistant Administrator, Human Capital	Brady Pyle (for) Bob Gibbs	

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Position	Name	Signature
- Assistant Administrator, Procurement	Monica Manning	(b) (6)
- 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	JC Duh (for)	
ARC Center Director	Eugene Tu	
AFRC Center Director	David McBride	
GRC Center Director	Janet Kavandi	
GSFC Center Director	Chris Scolese	
JSC Center Director	Mark Geyer	
KSC Center Director	Robert Cabana	
LaRC Center Director	David Bowles	
MSFC Center Director	Jody Singer (for)	
SSC Center Director	Rick Gilbrech	
SMC Executive	Dennis Boccippio	
CFO	Alesyn Lowry	
RMO/ARMD	Bill Harrison	
CFO/MSFC	Bill Hicks	
Presidential Appointments Team	Brandon Eden	
Director, OCFO/SID	Craig McArthur	
RMO/SMD	Craig Tupper	
OCFO/SID Branch Chief	David Walters	
CFO Budget Division	Desiree Seaward	
CFO/AFRC	Eileen Detka	
OACS Senior Analyst	Jeff Beyer	
CFO PPBE Support	Jenny Bryant Russell	

OCFo /DCFo /Bympn   MDh

CFO/GRC Larry Sivic telecom

SENIOR MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
26-28 June 2018
Other Invitees

Position	Name	Signature
CFO	John Aitichison	
CFO/LaRC	Kathy Ferrare	
Senior Advisor, Technical, Office of the Associate Administrator	Lisa Guerra	
CFO/ARC	Paul Agnew	
STMD	Prasun Desai	
Principal Advisor for Enterprise Protection	Raynor Taylor	
CFO/SSC	Rena Perwien	
OCFO/SID Branch Chief	Rob Giannini	*BrianCax* *Ranry Obon*
CFO/JSC	Steve Koerner	
CFO/GSFC	Steve Shinn	
CFO/KSC	Susan Kroskey	
RMO/Education	Tanye Coleman	
RMO/Mission Support	Todd Mullins	
RMO/HEO	Toni Mumford	
RMO/STMD	Voleak Roeum	
OACS Support Staff, Total Solutions Inc.	Sophia Bogat	
OACS Support Staff, Total Solutions Inc.	Lisa Connell	

OCFO /SID   Garth Henning

OHW   Joe Rald

"   Rick Shoft

OCFO/SIP   Brian Cord

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27-Jun-2018
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Administrator	Jim Bridenstine	(b) (6)
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Associate Administrator, Mission Support	Dan Tenney	

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NASA Headquarters - 8Q40
27-Jun-2018
MEMBERS and Other Attendees

Position	Name	Signature
- Assistant Administrator, Human Capital	Brady Pyle (for) Bobb.	(b) (6)
- Assistant Administrator, Procurement	Monica Manning	
- Assistant Administrator, Protective Services	Joe Mahaley	
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CFO PPBE Support	Jenny Bryant Russell	
CFO	John Aitichison	

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CFO/GRC	Larry Sivic	
Senior Advisor, Technical, Office of the Associate Administrator	Lisa Guerra	
OCFO/Appropriations	Mary D. Kerwin	
CFO/ARC	Paul Agnew	
STMD	Prasun Desai	
Principal Advisor for Enterprise Protection	Raynor Taylor	
CFO/SSC	Rena Perwien	
OCFO/SID Branch Chief	Rob Giannini	
OCIO	Sheena Burrell	
CFO/JSC	Steve Koerner	
CFO/GSFC	Steve Shinn	
CFO/KSC	Susan Kroskey	
RMO/Education	Tanye Coleman	
RMO/Mission Support	Todd Mullins	
RMO/HEO	Toni Mumford	
RMO/STMD	Voleak Roeum	
OCFO Alternate	Janice Davis	CHL
OCFO/SID	GARTH HENNING	
OCFO ALTERNATE	ARNOLD HILL	
DCFO Approp	MD Kerwin	
OACS Support Staff, Total Solutions Inc.	Sophia Bogat	
OACS Support Staff, Total Solutions Inc.	Lisa Connell	