

NASA SENIOR MANAGEMENT COUNCIL

Meeting Minutes and Actions

VITAL MEETING DATA

Date: September 6, 2018, 2:00 PM – 4:00 PM

Location: NASA Headquarters 8Q40

Agenda: See attached

Attendance: SMC Members, JPL (first two items of business); SMC Members, Political Appointees (last three items of business)

MEETING ACTIVITIES

- The meeting opened with a review of completed and in-work 2018 major Agency milestones, and forward steps in rollout of the Exploration Campaign to stakeholders.
- The SMC was briefed on Agency Communications Strategy revisions requested by the EC, and provided feedback on minor adjustments.
- The meeting was extended to include current political (Schedule C) appointees, and the Office of General Counsel provided an ethics program update to both senior executives and appointees.
- SMC members were provided an early courtesy brief on outcomes of PPBE20 budget decisions prior to OMB submission, and on outcomes of the NASA FFRDC Study. The Administrator provided guidance in prioritizing maturation of Study options.
- Two actions from the August 24 EC were closed.

FIRST ITEM OF BUSINESS: *Exploration Rollout Plans; Agency 2018 Milestones (Informational)*

Deputy Chief of Staff Gabe Sherman provided a synopsis of steps already taken, and major steps this fall, in stakeholder and public rollout of the Exploration Campaign. He underscored that “rollout is a process”, not a single event, with a strategic focus and sequencing of key audiences to engage throughout the process. Following completion of internal Strategic Implementation Planning activities, the Administrator has briefed the White House, has nearly completed visits to each of the NASA Centers engaging both employees and local stakeholders, and has briefed the NASA Advisory Council. In September OMB and Congress will receive the Exploration Report, the FY20 Budget will be submitted to OMB, and Congress will again be engaged through an upcoming NASA Day on the Hill, and then via the Administrator’s testimony at a hearing. Industry and international partner groups are being engaged through the AIAA and IAC in September and October, and a Moon to Mars media event is anticipated for October.

Associate Administrator Steve Jurczyk presented the current status of major Agency milestones for 2018, originally briefed by Acting Administrator Lightfoot to the SMC in April. Jurczyk noted that we have fully onboarded the new Administrator, taken the next steps in implementing Space Policy Directive 1, updated the Agency’s Communications Strategy to align with that implementation, completed key acquisition strategy decisions for elements of the Exploration Campaign, and realigned the exploration technology budget. He noted completion of the JWST replan and Mars 2020 and WFIRST KDP’s,

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successful launches of TESS, InSight, GRACE-FO, ECOSTRESS and Parker, and completion of Mission Support Architecture (MAP) KDP-C's for Human Capital realignment and for Legislative Affairs realignment.

Within the major items list, work is ongoing in implementing the President's Management Agenda and Agency Reform Plan; continuing exploration acquisition strategy decisions; progressing towards X-57 first flight; and more science mission launches (ICON, ICESAT-2, STROFIO, OCO-3). Mission support forward work includes completing OCFO's MAP KDP-C and beginning the second MAP cohort (including realignment of protective services, procurement and small business), completing all remaining Business Services Assessment (BSA) deep dives and continuing implementation, implementing a Capability Portfolio Management policy, and implementing Agency Strategic Workforce Planning.

SECOND ITEM OF BUSINESS: *Agency Communications Strategy Update (Informational)*

Acting Associate Administrator for Communications Bob Jacobs presented updates to branding ("corporate identity") materials supporting the Agency's new Communications Strategy, including revisions requested by the Executive Council (EC) in July. The new corporate identity materials include adjustments to the six communications themes, alignment around an "Explore" core theme, taglines and short benefits statements for each theme, unified core design (style guide) elements such as font and layout, and core graphics for each theme which may be adjusted based on need. When the strategy was approved in July, the EC had requested refinement of the core graphics, more prominent use of the NASA meatball, and taglines which more directly and clearly communicate the benefits to the public of each theme area. The six Explore themes, taglines and benefit statements presented are:

- **Explore - Earth ("Your Home, Our Mission")**
 - *NASA uses the vantage point of space to understand and explore our home planet, improve lives and safeguard our future.*
- **Explore - Flight ("We're With You When You Fly")**
 - *NASA explores new technologies to make aircraft quieter and faster, get you gate-to-gate safely and on time, and transform aviation into a new economic engine at all altitudes.*
- **Explore - Humans in Space ("For All Humanity")**
 - *NASA leads human space exploration in low-Earth orbit with commercial and international partners to enable missions to the Moon and Mars, bringing new knowledge and opportunities to Earth.*
- **Explore - Moon to Mars ("Moon Lights The Way")**
 - *NASA is leading a sustainable return to the Moon with commercial and international partners to expand human presence in space and bring back new knowledge and opportunities.*
- **Explore - Solar System & Beyond ("Discovering The Secrets Of The Universe")**
 - *NASA is exploring our Solar System and beyond, uncovering worlds, stars and cosmic mysteries near and far with our powerful fleet of space and ground-based missions.*
- **Explore - Space Tech ("Technology Drives Exploration")**
 - *NASA technologies advance capabilities for space exploration, promote America's global leadership in innovation and transform the world around us.*

SMC members discussed and strongly endorsed the new themes, style, taglines and benefits statements. Based on the discussion, the Administrator requested two minor refinements: (1) incorporating a

reference to fuel efficiency into the Flight benefits statement, and (2) revisiting the Humans in Space tagline to see if it is possible to more directly cue specific benefits in the tagline.

Each organization's Communications Coordinating Council (CCC) member will be responsible for disseminating and coordinating use of the identity package, which will also be posted on InsideNASA.

THIRD ITEM OF BUSINESS: *Ethics Program Update (Informational)*

Adam Greenstone, the Agency's Deputy Ethics Official within the Office of the General Counsel, briefed members and political appointees on key considerations during the midterm election season, as well as other key ethics watch items.

Greenstone stressed the importance of early coordination and review of candidate visits to NASA facilities, to ensure all candidates are being treated uniformly.

With respect to the upcoming elections, Greenstone noted that "water cooler" type conversations on political subjects are both legal and natural under the Hatch Act. He asked that the Agency's leadership stress the importance of setting a work environment of mutual respect for different perspectives.

Greenstone also addressed specific cautions on Widely Attended Gathering determinations, including different applicability between career and political employees. He discussed restrictions on misuse of position and endorsements, i.e. using a position to promote products, services or enterprises, and noted that OGC and OCOMM regularly collaborate to seize opportunities to partner legally, such as recent partnering with the NFL in Houston.

Greenstone also noted an increase in high level visits recently, due to the National Space Council and other high level Agency exposure. He reported on the availability of Protocol Officer Training, to help ensure visits are handled with appropriate attention while minimizing coordination friction and ensuring protocol officer exposure to appropriate financial disclosure fiscal or travel rules. OGC has reached out to all chief counsels for names of individuals to be trained.

FOURTH ITEM OF BUSINESS: *PPBE20 Submit (Informational)*

Alesyn Lowry, OCFO/Strategic Investments Division, provided a courtesy briefing to SMC members on final outcomes of PPBE20 budget decisions, in advance of budget request submission to OMB on Monday, September 10. The briefing addressed PPBE20 Issues which were selected for funding under the submit.

During the briefing, Lowry presented an updated chart with NASA's historical, and requested, budget in inflation adjusted dollars, closing a prior EC action. The Administrator emphasized the importance of the chart, as showing that we are doing more now than we did during Apollo for a lot less money. The implication is that all of the advancement NASA and the space industry have made over the years have actually mattered, and are paying off. We occasionally hear that we are not doing as much as we used to, which is not true – NASA is doing more than it has ever done before. The Administrator also noted that the Vice President, during his speech at JSC, stressed that the focus on NASA is not just rhetoric, but that budgets are being presented which match the agenda.

In closing, the Associate Administrator observed that Acting Administrator Lightfoot had begun the precedent of providing much earlier briefings on budget submissions to SMC members during the last budget cycle, and that members had treated the sensitive and embargoed information appropriately.

FIFTH ITEM OF BUSINESS: *Outcomes of the NASA FFRDC Study (Informational)*

Bob Gibbs, the Chief Human Capital Officer and member of the NASA FFRDC Study team, summarized the submitted study's findings and recommendations for the SMC. The Study had been assigned by the White House to NASA as part of the Government Reform Plan, and was not limited to evaluation of FFRDC options, also including options for making NASA more agile and flexible to meet the space exploration objectives established by the Administration.

Gibbs summarized the challenges associated with converting NASA Centers to FFRDCs, also noting that FFRDCs are put in place to solve problems that neither the government or private sector can accomplish. Issues include cost, time to convert, senior leadership conflict of interest during and after a conversion, and bargaining unit negotiations. He also noted the lack of historical precedent for similar conversions.

He then described options involving greater use of existing FFRDCs, UARCs, Institutes, or other entities, as well as the potential for creation of new ones in niche areas of application and need. He stressed that new entity creation would need to be matched with appropriate new funding, and that for any alternative construct to work, the correct match of leadership, culture and mission would need to be found.

Finally, he briefed specific administrative or legislative flexibilities which could support greater NASA agility in achieving its mission.

The Administrator provided guidance on how to prioritize maturation of the options developed in the study. First, specific needed flexibilities should be pursued, with a good understanding of where and why we might not be using all of the flexibilities we already have; then, evaluate the capacity of existing entities, including universities, and decide if we want to further engage them; and finally, evaluate niche opportunities for new entities, but only with careful consideration of the impacts on existing NASA capabilities.

The Council ended its meeting at 4:10 PM.

Minutes prepared by:

(b) (6)

9/11/18

Dennis Boicippio
Executive Secretary, Executive Council

Minutes approved by:

(b) (6)

Tom Cremins, Acting Chief of Staff

Minutes approved by:

(b) (6)

Jim Bridenstine, Administrator

NASA Senior Management Council Agenda

September 6th 2018
2:00 pm – 4:00 pm, 8Q40

Attendance: SMC Members, JPL (first portion of meeting)
Attendance Policy: Limited to member or approved delegate; invited participants

EXTENDED SESSION (SMC members, JPL)		
2:00	Introductory Comments	<i>Administrator, Jim Bridenstine</i>
2:00	Agency Communications Strategy Update (30 min, informational) <ul style="list-style-type: none"> <i>Brief EC-requested refinements to the Communications Strategy materials to support Exploration campaign rollout and OMB budget submission.</i> 	<i>OCOMM, Bob Jacobs</i>
CLOSED SESSION (SMC members; political appointees)		
2:30	Ethics Program Update (15 min, informational) <ul style="list-style-type: none"> <i>Short refresher on ethics for Executives and political appointees.</i> 	<i>OGC, Adam Greenstone</i>
2:45	PPBE20 Budget Outcomes Summary (15 min, informational) <ul style="list-style-type: none"> <i>Summarize issues decided in PPBE20, to help support rollout of the Administrator's direction for NASA.</i> 	<i>OCFO, Alesyn Lowry</i>
3:00	FFRDC Study Summary (30 min, informational) <ul style="list-style-type: none"> <i>Summarize findings and recommendations of the NASA FFRDC Study submitted on Aug 31.</i> 	<i>Study Team Member, Bob Gibbs (OHCM)</i>

SENIOR MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
6-Sep-2018
MEMBERS

Position	Name	Signature
Administrator	Jim Bridenstine	(b) (6)
Deputy Administrator	VACANT	
Associate Administrator	Steve Jurczyk	
Chief of Staff	Tom Cremins, Acting	
Deputy Associate Administrator	Melanie Saunders, Acting	
Associate Administrator, Strategy and Plans	Tom Cremins	
Chief Financial Officer	Jeff DeWit	
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	Jim Green	
Chief Technologist	David Steitz (for)	
General Counsel	Tom McMurry	
Associate Administrator, Communications	Bob Jacobs, Acting	
Associate Administrator, ODEO	Veronica Hill (for)	
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	
Associate Administrator, ARMD	Jaiwon Shin	
Associate Administrator, HEOMD	Jason Crusan (for)	
Associate Administrator, SMD	Thomas Zurbuchen	
Associate Administrator, STMD	Jim Reuter, Acting	
Associate Administrator, Mission Support	Dan Tenney	
Assistant Administrator, Human Capital	Bob Gibbs	
Assistant Administrator, Procurement	Monica Manning	
Assistant Administrator, Protective Services	Joe Mahaley	
Assistant Administrator, Strategic Infrastructure	Calvin Williams	

SENIOR MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
6-Sep-2018
MEMBERS and Other Attendees

Position	Name	Signature
Executive Director, HQ Operations	Jay Henn	(b) (6)
Executive Director, NSSC	Anita Harrell	
Director, NASA Management Office	Marcus Watkins	
ARC Center Director	Eugene Tu	
AFRC Center Director	Patrick Stoliker (for)	
GRC Center Director	Janet Kavandi	
GSFC Center Director	Chris Scolese	
JPL Center Director	Michael Watkins	
JSC Center Director	Mark Geyer	
KSC Center Director	Robert Cabana	
LaRC Center Director	David Bowles	
MSFC Center Director	Jody Singer, Acting	
SSC Center Director	Rick Gilbrech	
SMC Executive	Dennis Boccippio	
Ethics Attorney/OGC	Adam Greenstone	
OCFO	Alesyn Lowery	
OACS Senior Analyst	Jeff Beyer	
OACS Analyst		
Office of the Administrator, Senior Advisor, Technical	Lisa Guerra	
Principal Advisor for Enterprise Protection	Raynor Taylor	
SA Advisor to the Administrator	Mandy Ouz	
OCOM	Cheryl Hurst	
OACS Support, Total Solutions Inc.	Sophia Bogat	(b) (6)
OACS Support, Total Solutions Inc.	Lisa Connell	