

NASA EXECUTIVE COUNCIL

Meeting Minutes and Actions

VITAL MEETING DATA

Date: September 28, 2018, 9:00 AM – 10:00 AM

Location: NASA Headquarters 8Q40

Agenda: See attached

Attendance: SMC Members; MSD/Director, Partnerships Office

MEETING ACTIVITIES

- The Executive Council (EC) was convened in fully Extended mode for the Associate Administrator to brief and solicit comments on a revised proposal for creation of an Acquisition Strategy Council, in advance of a decision by the core EC on October 16.
- The read-ahead decision package was revised and distributed to SMC members for formal comment, after the meeting.

FIRST ITEM OF BUSINESS: *Creation of an Acquisition Strategy Council (informational)*

Steve Jurczyk, Associate Administrator (AA), chaired the meeting in absence of the Administrator. Jurczyk provided an informational brief on a revised proposal to consolidate existing governance and non-governance meetings, each implementing dimensions of NPD 1000.5B, Policy for NASA Acquisition, into a new Agency governance Council with a single Decision Authority. The proposal had been briefed to the Extended EC in April, with SMC member comments solicited; and at that time Acting Administrator Lightfoot actioned a revised proposal to be brought before the incoming Administrator for decision.

Jurczyk described the rationale and motivation for the proposal: NASA's strategic acquisition process, per 1000.5, includes both contract and partnership mechanisms for achieving NASA's mission. In terms of make/buy/partner strategy and future capability and workforce planning, it affects 100% of what NASA does. In addition, approximately 85% of NASA's work is contracted, the 2nd highest level in the Federal government, and strategic decisions and policies affecting that work are critical to the Agency's success. However, the current approach distributes decision authority across a number of different formal and informal meetings, is inconsistent in inclusion of key internal stakeholders at the right times, could support better integration and communication, and lacks a forum for strategic discussions around management of our supplier/partner base.

The proposed Acquisition Strategy Council would be chaired by the AA and incorporate under one decision authority: current Pre-Acquisition Strategy Meetings (Pre-ASM), Acquisition Strategy Meetings (ASM), escalated partnership decisions (from the current PC), related policy decisions, and the current ASIP (Agency Strategic Implementation Planning) meeting and Center Roles (APMC) decisions. The current Partnership Council would be sunsetted, with most of its functions transitioning seamlessly to the ASC, but with the Mission Support Directorate assuming authority and responsibility for partnership process determinations, and for interpretation of existing policy.

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Membership would include a small core membership, defined by key responsibilities listed in NPD 1000.5, and a larger situational membership pre-defined based on the specific ASC chartered function exercised in each Council topic. Documented Center Roles under NPD 1000.3 would be used to ensure appropriate Center Director inclusion.

EC participants raised and discussed clarifying questions in the following areas:

Intended Scope; Thresholds

- Mission support contract consolidation decisions that might arise under the Mission Support Architecture Program (MAP) are generally not expected to fall within the ASC scope; the AA sees these as more procurement strategy than acquisition strategy, so would be escalated only by exception considering current thresholds in NPD 1000.5. Proposals to insource significant work, or significantly change shared services approaches, might trigger ASC interests.
- It was noted that the current Pre-ASM/ASM threshold of \$1B is now below the limit of some PI-class mission programs such as New Frontiers; the AA agreed that the Pre-ASM/ASM intent wasn't intended to apply to specific PI-class missions, and the documentation should be clarified.
- In response to concerns that more partnership decisions might be required to come to HQ, the AA and Director, Partnerships Office clarified that current partnership thresholds and processes would not change as a result of the ASC, and the existing vetting process would remain unchanged.
- Members noted that some partnerships were primarily for the partner's benefit rather than being an element of Agency acquisition strategy. The AA agreed, and noted that the existing thresholds for scope or sensitivity would still determine whether the partnership warranted ASC consideration.
- It was noted that it should be clarified that future ASIP meetings would now be held as ASC meetings, and that ASIP meetings serve an important role in preparing for the subsequent year's PPBE budget guidance and development.

Strategic Discussions; Intersection with Center Roles and Capability Leadership

- Members noted the value and importance of continuing the Center Roles discussions with both the Mission Directorates and Centers fully engaging. The AA agreed, and noted that folding Center Roles into the ASC's ASIP meetings would be a consistent approach.
- Members noted examples where having a dedicated forum would support current issues; for example, an earlier SMC action to revisit the Agency's reimbursable pricing policies for commercial customers. The AA agreed, noting that if the action resulted in process changes, they would be within MSD's line authority, whereas policy changes would be within the ASC's.
- Other possible topics could include areas where industry now has a mature capability that NASA might want to divest from, or areas where industry was "not yet there" and NASA might want to establish a leading niche in. The AA concurred these would be consistent with the ASC intent, and also noted the need for a forum to discuss if an existing, needed capability were at risk due to long range plans, and what integrated decisions might be needed to sustain it. These discussions are not yet occurring under the current Capability Leadership Model, and as the CLM evolves, there is the potential to steer initial APMC Capability Leadership recommendations naturally into more focused ASC discussions.

Members also had a vigorous discussion on the differences between leadership team development, change management, and agency planning business, as currently conducted in leadership offsite meetings such as ASIP, as well as in some regularly scheduled tags and meetings. The AA agreed that the environment and needs leading to prior offsite use had evolved, and that it was appropriate to look at whether some functions such as team development could be achieved using other mechanisms, or in normal course of business activities, reducing the overall meeting burden without compromising outcomes.

The Council ended its meeting at 10:05 AM.

Minutes prepared by:

(b) (6)

Dennis Boccippio
Executive Secretary, Executive Council

Minutes approved by:

(b) (6)

Tom Cremins, Acting Chief of Staff

Minutes approved by:

(b) (6)

Jim Bridenstine, Administrator

NASA Extended Executive Council Agenda

Sep 28 2018, 9:00-10:00 AM, Room 8Q40

Attendance: All SMC Members

Attendance Policy: Member or Approved Delegate only

9:00	<u>Proposal to Create an Acquisition Strategy Council (60 minutes, informational)</u>	<i>Associate Administrator, Steve Jurczyk</i>
9:55	<u>Action Review and Closure</u>	<i>EC Executive</i>

SENIOR MANAGEMENT COUNCIL
NASA Headquarters - 8Q40
28-Sep-18
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 DeWitt	
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	Sumara Thompson-King	
Associate Administrator, Communications	Bob Jacobs, Acting	
Associate Administrator, ODEO	Steve Shin	
Associate Administrator, Office of STEM Engagement	Roosevelt Johnson (for)	
Associate Administrator, OIIR	Karen Feldstain (for)	
Associate Administrator, OLIA	Rebecca Lee, Acting	
Associate Administrator, Small Business	Glenn Delgado	
Associate Administrator, ARMD	Jaiwon Shin	
Associate Administrator, HEOMD	Altonell Mumford (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, Strategic Infrastructure	Rick Marrs (for)	
- Executive Director, Headquarters Operations	Jay Henn	
- Executive Director, NSSC	Anita Harrell	
Director, NASA Management Office	Marcus Watkins	
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	Jill Marlowe (for)	
MSFC Center Director	Jody Singer	
SSC Center Director	Rick Gilbrech	

SENIOR MANAGEMENT COUNCIL
 NASA Headquarters - 8Q40
 28-Sep-18
 OTHER INVITEES AND ATTENDEES

Position	Name	Signature
Technical Assistant to the DAA	Lisa Guerra	(b) (6)
MSD	Joe Kroener	(b) (6)
MSD	Diane Frazier	(b) (6)
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