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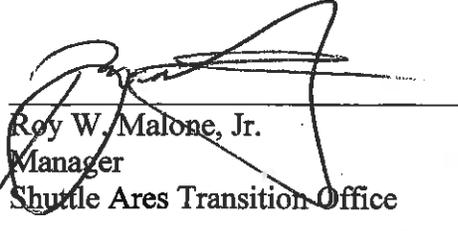
MSFC

**TRANSITION MANAGEMENT PLAN
(TMP)**

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**MSFC
Transition Management Plan
(TMP)**

Approval:



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Date

4/3/12



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Date

4/6/2012

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DOCUMENT HISTORY LOG

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Baseline			Baseline
Revision	A	04/02/2012	Complete Revision

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FOREWORD

Efficient management of the MSFC Space Shuttle elements retirement and transition of assets to the next generation launch vehicle program dictates that effective control of Transition and Retirement (T&R) activities be established. Requirements, directives, procedures, interface agreements and system capabilities shall be documented, baselined and controlled by the MSFC Shuttle-Ares Transition Office (SATO).

SSP requirements, specific to transition, controlled by the Manager, Space Shuttle Program, are documented in NSTS 07700 Volume XX, Book 1 which defines the management approach to accomplish the requirements. The management organizational structure, interfaces, processes, products and tools to implement and manage the T&R of the SSP capabilities are described within the SSP Transition Management Plan (TMP). MSFC will adhere to the requirements stated in the SSP TMP. Any changes or waivers to the requirements in the SSP TMP will be processed in accordance with the existing PRCB processes until SSP program complete. After the SSP is complete, governance procedures for T&R will be under the direction of Headquarters Transition Management. The Office of Prime Responsibility (OPR) for the MSFC TMP is the SATO. Changes to the TMP are approved at the SATO Change Control Board which is chaired by the SATO Manager.

All MSFC SSP elements and MSFC organizations must adhere to these baselined requirements. Changes, waivers or deviations from these requirements, will be submitted to the SATO Manager in accordance with the SATO Change Management policy. The Change Request must include a complete description of the change, waiver or deviation and the rationale to justify its consideration. All such requests will be processed in accordance with the SATO Change Control process and dispositioned by the SATO Manager.

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1.0 INTRODUCTION

On January 14, 2004, President Bush announced the Vision for Space Exploration (VSE). The first goal of the vision was completion of the assembly of the International Space Station (ISS) and retirement of the Space Shuttle by 2011.

This document defines how MSFC will organize and manage implementation of its SSP Transition and Retirement (T&R) and align with JICB-001 and SSP TMP. This document will be revised as SSP/Ares T&R and SLS management organizations, processes, and products evolve.

This document is applicable to all MSFC organizations and personnel involved in the conduct of the MSFC T&R effort. MSFC SSP elements are responsible for implementing their project level requirements, which are included in Appendices to this MSFC TMP and will be approved by the SATO Manager.

At the end of T&R, all project capabilities will either be transitioned or retired from the SSP rolls. For purposes of this plan, transition is defined as the process of planning and implementing tasks required to transfer SSP capabilities, in whole or in part, to another program or the institution. Retirement is defined as a form of transition, but for which there is no reuse within NASA. Retired capabilities will be preserved due to historical significance, donated, sold, or scrapped/demolished.

The SATO T&R goals are to:

- a. Perform T&R in the lowest cost and most efficient manner possible consistent with overall agency goals.
- b. Provide an interface to other programs (e.g., SLS, Multi Purpose Crew Vehicle, etc.) and institutional elements (MSFC & Michoud Assembly Facility) to facilitate transition of assets.
- c. Meet the schedule milestones provided by SSP (Level II) and Headquarters.

2.0 APPLICABLE DOCUMENTS

The latest revisions of the following documents form a part of this document to the extent specified herein.

NSTS 07700 Volume XX, Book 1	Space Shuttle Closeout Requirements, T&R
NSTS 07700 Volume XX, Book 2	Space Shuttle Closeout Requirements
NSTS 07700-10-MVP-01 Book 3	Shuttle Master Verification Plan – Volume I,
	General Approach and Guidelines Book 3,
	Requirements Effective for SSP Closeout
NSTS 60575	Space Shuttle Program Transition and Retirement
	Environmental Plan

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SIRMA	Shuttle Integrated Risk Management Application
SLS	Space Launch System
SRB	Solid Rocket Booster
SRTT	Shuttle Records Transition Team
SSME	Space Shuttle Main Engine
SSP	Space Shuttle Program
T&R	Transition and Retirement
TIWG	Transition Integration Working Group
TMP	Transition Management Plan

4.0 GROUND RULES, CONSTRAINTS AND ASSUMPTIONS

The following ground rules, constraints and assumptions are established to support the development of the approach to manage MSFC/SSP T&R activities.

- a. The SATO will not make T&R decisions that compromise safety of personnel or the public.
- b. The mission execution and T&R emphasis is to maintain capability for only as long as it is needed to disposition the assets or capability.
- c. MSFC T&R activities utilize existing NASA processes to the greatest extent possible.
- d. MSFC T&R will use existing budgetary processes with transition requirements being captured as specific elements under the existing budgetary structure as requirements are identified.

5.0 GOVERNANCE

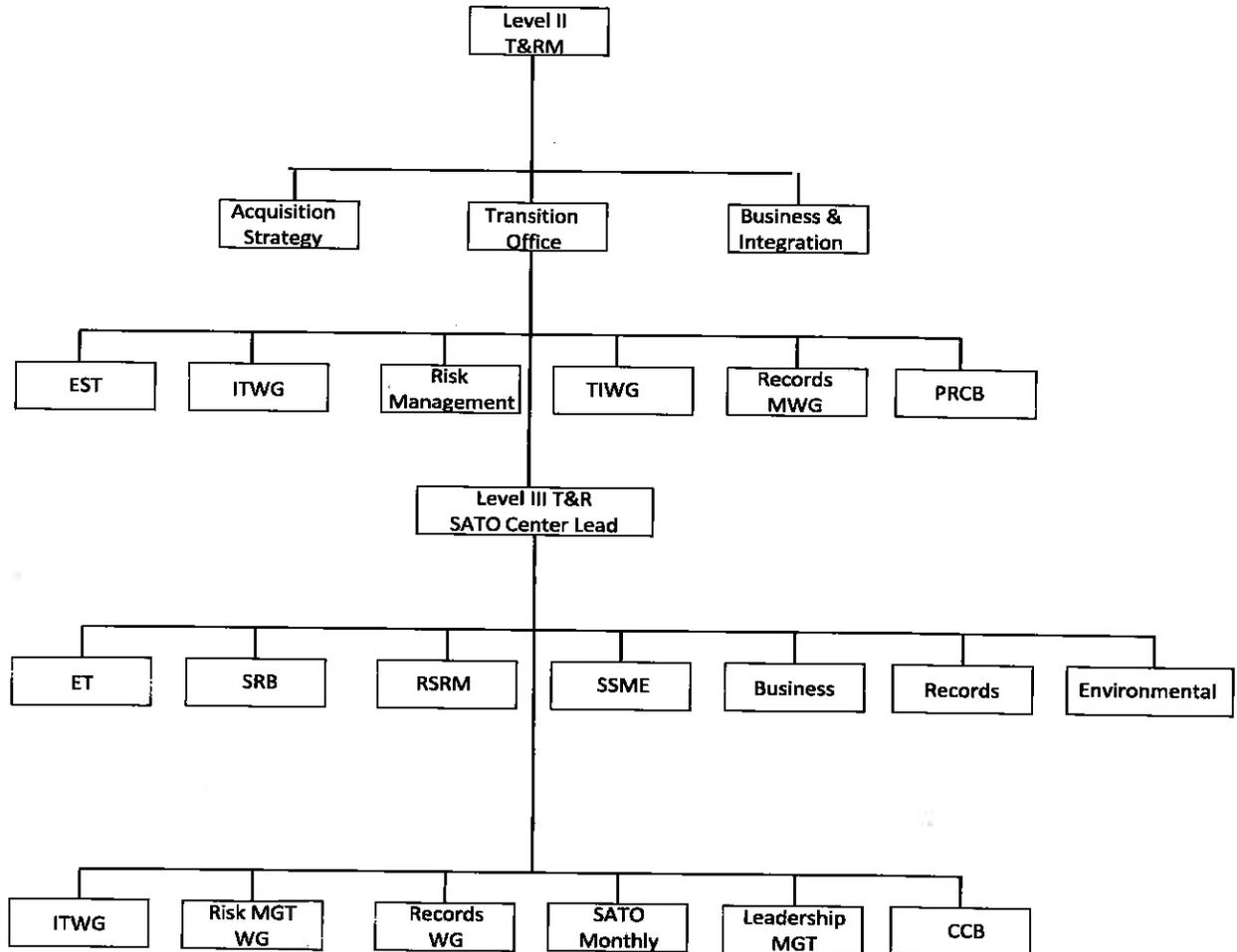
This section describes the lines of authority and reporting for the MSFC and SSP T&R activities, including the board structure that provides the forums for managing the T&R components of cost, schedule, technical and risk.

5.1 MSFC/SATO T&R Interfaces

SATO interfaces to ensure that all T&R activities are identified, communicated and worked are depicted in Figure 1. These interfaces include regularly scheduled SSP/SATO/Center boards, working groups and meetings which foster communications and facilitate the decision process. In addition to these interfaces, continuous interfaces are maintained with the SLS through meetings between SSP and SLS Level III projects (360 degree meetings) and other affected projects/organizations. Examples of these interfaces include SSME T&R with the SLS Engines Office, ET T&R with the SLS Stages Office and RSRB T&R with the SLS Boosters Office. See Figure 1.

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Figure 1.0: MSFC SATO T&R Interfaces



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5.2 SSP T&R Center Leads

Each SSP T&R Center Lead provides management oversight and integration of the center's SSP T&R elements. Each SSP T&R Center Lead also provides information regarding the status of activities, issues, or other T&R topics to the TIWG, on an as-needed basis. The SATO Manager at MSFC will serve the dual role of Center Transition Manager and the SSP T&R Center Lead. The SATO Manager assigns a transition lead that is responsible for all transition planning and implementation within each of the MSFC SSP elements.

5.2.1 Representatives from SSP Elements and Center Organizations

The SATO Manager and Center organizations affected by T&R assigns a transition lead that is responsible for all transition planning and implementation within that MSFC element or organization.

5.3 Representatives from Other Programs

The MSFC SATO and the MSFC SLS Program participate in a number of T&R forums at the agency, program and center levels. This participation encourages open communication of project requirements and schedules for more informed transition decision-making.

5.4 T&R Boards and Working Groups

The MSFC SATO elements have the flexibility to create transition-unique working groups or to integrate the transition review and decision-making into existing boards.

5.5 Program Requirements Control Board

The PRCB is utilized for T&R activities and is conducted by the SSP Transition Manager. Transition issues are elevated to Headquarters upon direction from the PRCB.

6.0 T&R Integration Management

T&R integration management occurs at two levels: 1) the program and 2) the centers. At MSFC, T&R integration includes integration of SSP T&R activities among Center organizations and MSFC SSP Prime Contractors.

At MSFC the transition integration function is performed by the MSFC SATO working group. A monthly SATO review is chaired by the SATO manager to review and report transition status to Center and SSP management. In addition to these, a SATO RMWG, SRTT, ITWG, SATO SharePoint site and element specific working groups, e.g., "360" meetings, are used to ensure full integration of T&R activities.

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6.1 Environmental

The environmental objectives of the SSP T&R are defined in NSTS 60575.

The Environmental Support Team (EST) membership includes agency, center, program, element/project and prime contractor representation with interfaces to other programs. The intent is to communicate and integrate the environmental issues of SSP T&R with the agency organizations chartered to oversee NASA environmental management. The MSFC SATO Environmental Lead leads the EST.

Environmental management objectives are accomplished using a risk management approach that builds on the existing environmental organizations, processes and tools. Implementation of the environmental plan uses the expertise of the EST to support the planning and execution efforts concerning environmental risk identification, mitigation and documentation.

6.2 Historical Preservation/Recordation

NASA will identify landmarks and properties of historical significance as early as possible in the T&R process to ensure adequate time is available to resolve technical and funding issues and minimize implementation delays.

A Historic Preservation Working Group (HPWG) will be established and membership includes the Historic Preservation Officers (HPOs) and other representatives from KSC, JSC, MSFC, SSC, MAF and the SSP Transition Office.

A STS Stack Recordation Team is responsible for leading the recordation effort on the SSP elements. SATO provides a representative to this group to integrate MSFC SSP element inputs and to coordinate activities with the MSFC HPO and the MSFC History Office.

6.3 Export Control

Export control is an institutional function managed by the host center. Support to the SSP T&R activities regarding property, artifacts, IT systems, records management and any other activity involving export controlled assets is provided by MSFC's Export Control Office in the OCO.

6.4 Risk Management

Risk management for T&R activities will utilize the normal risk reporting and review process established in NSTS 07700, Volume XX, Book 2, Appendix 19, Program Risk Management Plan Closeout Requirements. T&R risk reviews are conducted as an integral part of the current Program risk review process and the PRCB.

At MSFC, the Shuttle Integrated Risk Management Application (SIRMA) is used for managing SATO risks. MSFC institutional risks are managed in the Center risk tool ePORT. The SATO RMWG meets monthly to status mitigation plans for current risks, discuss concerns and possible

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new risks. SATO risks are briefed to SSP RMWG and Center management, monthly, or as required. The SATO Risk Management process complies with the SSP Risk Management Plan.

7.0 CONFIGURATION CONTROL PROCESSES

Document Control defines the baseline, revision and cancellation process of all SATO documents and is contained in SATO Organization Issuance (OI) TP01 (12-002). TP01 currently maintains a standalone documentation system. Document numbers are assigned by the SATO Configuration and Data Management Secretariat. Transition Change Requests (CR) are released through the Configuration Management Support Tool (CMST). These configuration control processes are in compliance with NSTS 07700, Vol. XX, Book 2, Configuration Management Closeout Requirements and OI TP01 (12-002).

8.0 RECORDS

SATO documentation and SSP Records will be maintained in accordance with NPR 1441.1 and NSTS 07700, Volume XX, Appendix V. See Appendix E.

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**Appendix A
External Tank (ET)**

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1.0 Introduction

NASA successfully completed the mission of the Space Shuttle Program (SSP) in FY2011 and is now fully engaged in the follow-on Transition and Retirement (T&R) of the Shuttle Program, including the appropriate disposition of all program assets.

All elements of the Space Shuttle Program are required to prepare a T&R Implementation Plan in accordance with Volume XX of NSTS 07700, Transition and Retirement Requirements. In addition, the Marshall Space Flight Center (MSFC) has prepared a Transition Plan in support of this effort. This ET Transition Management Plan complies with the SSP and MSFC plans and will refer to those plans as necessary rather than repeat pertinent information. For purposes of this Plan, the ET Project includes Lockheed Martin at the Michoud Assembly Facility (MAF), Marshall Space Flight Center (MSFC) and Kennedy Space Center (KSC).

2.0 Transition Process

Human Capital

Having successfully completed the fly-out of the Space Shuttle missions, the ET Project's personnel have been reassigned and remaining responsibilities are continuing under the management of the MSFC Shuttle-Ares Transition Project Office (SATO). Similarly, Lockheed Martin's (LM) workforce at MAF, MSFC and KSC has been reduced to necessary personnel that will be responsible for proper disposition of remaining ET assets and contract close-out activities.

Property Management

Personal property used in support of the ET Project consists of tooling, equipment, supplies, hardware and IT items located at MAF, MSFC, KSC and vendor sites. All government property will be dispositioned through transfer/re-use or excess/disposal. Approved property management procedures will be followed to accomplish these requirements.

MAF: The largest quantity of ET-owned government property requiring disposition resides at MAF. The majority of production tooling and support equipment is being retained for potential re-use by the follow-on Space Launch System (SLS) program. A limited amount of property has been identified by SLS as not beneficial and therefore can be excessed at this time. In the interim period, until SLS has made a final determination which property may be beneficial to the program, all ET property at MAF will be transferred to the MSFC Institution and MAF Manufacturing Support & Operations Contractor (MSFOC) for retention and/or disposal. Lockheed Martin will process the necessary property transfer paperwork and the property will become the responsibility of the MSFC/MSFOC. The MSFC Property Management Office and the MSFOC will work together to dispose of the property utilizing the General Services Administration (GSA).

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Information Technology (IT) at MAF will likewise be transferred to MSFC/MSFOC as it becomes excess to LM and will be processed for re-use or disposal. These assets include Local Area Network (LAN) hardware, program developed software, servers, proprietary software, PCs, PC software, manufacturing and business application software, data stored in databases and data already archived in various forms. Prior to transfer, equipment hard drives and other storage media will be destroyed and/or cleared of all data and operating system information to ensure the protection of proprietary/NASA information. This effort will be performed in accordance with approved NASA procedures.

MSFC: ET property located at MSFC consist of a modest quantity of tooling, equipment, hardware and IT assets. The property will be transferred to MSFC and the MSFC Property Management Office is responsible for disposition of this property. Disposition actions have been initiated following the EOP.

KSC: ET property at KSC consist of a small quantity of ground support equipment, hardware and IT assets. The ET property has been transferred to the KSC Property Management Office for disposition. This approach has been coordinated with the KSC T&R group and provisions have been included in the KSC PPBE process to accommodate this effort.

Vendors: Disposition of ET tooling, equipment and hardware at multiple vendor sites will utilize the Defense Contract Management Agency (DCMA) to evaluate and process the disposal of the items without relocation to another site(s). Exceptions to this approach would include transfer of specific assets to the SLS program or in support of other reutilization requests.

Records Management

The close-out of the SSP brings with it a significant effort relative to the identification and disposition of government records produced during the long history of the Program. In accordance with NASA standard procedures, temporary and permanent records are required to be retained for specific time periods, dependent on the type of record. The ET Project has developed a records matrix, identifying the categories and retention times for the project records. All records containing sensitive information will be protected in accordance with applicable NASA standards.

In coordination with the MSFC Shuttle Records Transition Team (SRTT), Lockheed Martin will identify, collect, index, box and ship Shuttle records at MAF and KSC to the National Archives & Records Administration (NARA) or to MSFC for retention and further action. Records management for ET records shall be performed in accordance with this plan. See Appendix E and NASA Regulations.

Environmental Management

The ET Project has supported development of and provided input to the Shuttle Program's Transition and Retirement (T&R) Environmental Management Plan (NSTS 60575). Although Lockheed Martin's environmental management responsibilities for MAF site remediation ended

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on October 1, 2007, ET T&R will continue to support environmental requirements that may develop, in coordination with MSFOC.

3.0 Metrics

Metrics are an important part of successfully managing and completing the ET T&R effort. The NSTS document referenced in the introduction identifies required metrics that ET T&R will provide. Standard cost control/performance information will continue to be provided. In addition, other progress measurement tools are in development and will be used to identify areas of concern and appropriate corrective action.

4.0 Risk Management

The accomplishment of Shuttle T&R requirements carries with it identifiable risks that warrant vigilance and the application of effective mitigation management techniques. ET T&R will continue to utilize existing SSP Risk Management tools to identify risks, develop appropriate mitigation action plans and monitor specific risks' status throughout their effective lives. Risk management support will be provided to the T&R activities as appropriate.

5.0 Resource Requirements

Budget planning guidelines for Shuttle T&R activities currently allows for completion of those activities by the end of FY2013. ET T&R resource requirements are developed in coordination with Lockheed Martin and MSFOC and are reviewed and approved by the T&R management structure during the PPBE process. Resources are required for all T&R activities described above, including civil service and support contractor personnel.

6.0 Contract Closeout

Contract closeout effort is authorized through a cost plus fixed fee/incentive fee modification to the ET/LM contract. MSFC's Contracting Officer's Technical representative (COTR) for the contract will be the MSFC T&R Lead. A modest contingent of LM personnel, including IT support, will remain at MAF following EOP to perform the required effort. Remaining LM supplier contracts as well as the prime ET contract must be closed out. T&R contract closeout will be complete when the only remaining tasks are administrative, such as final invoice and audits. At that time, the remaining work may not require/warrant continuing direct charges to the Government.

The NASA/MSFC standard process for contract closeout will be utilized, which includes the completion of a checklist of items (NASA Form 1612). Network and file server operational support, operating systems and PC workstations, will be required to maintain an IT infrastructure environment for contract closeout.

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7.0 Schedule

Property disposition, records disposition, vendor closeout and contract closeout represent the majority of remaining ET T&R effort. Detailed information regarding the amount of effort and length of time to complete each of these major areas is available and will be tracked for progress and remaining levels of work.

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**Appendix B
Solid Rocket Booster (SRB)**

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1.0 Introduction

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All elements of the Space Shuttle Program are required to prepare a T&R Implementation Plan in accordance with Volume XX of NSTS 07700, Transition and Retirement Requirements. In addition, the Marshall Space Flight Center (MSFC) has prepared a Transition Plan in support of this effort. This SRB Transition Management Plan complies with the SSP and MSFC plans and will refer to those plans as necessary rather than repeat pertinent information. For purposes of this Plan, the SRB Project includes United Space Alliance at the Kennedy Space Center (KSC) and Marshall Space Flight Center (MSFC).

Scope

2.0 Transition Process

Human Capital

Having successfully completed the fly-out of the Space Shuttle missions, the SRB Project's personnel have been reassigned and remaining responsibilities are continuing under the management of the MSFC Shuttle-Ares Transition Project Office (SATO). Similarly, United Space Alliance's (USA) workforce at KSC and, MSFC has been reduced to necessary personnel that will be responsible for proper disposition of remaining SRB assets and contract close-out activities.

Property Management

Personal property used in support of the SRB Project consists of tooling, equipment, supplies, hardware and IT items located at KSC and MSFC and vendor sites. All government property will be dispositioned through transfer/re-use or excess/disposal. Approved property management procedures will be followed to accomplish these requirements.

USA: The largest quantity of SRB-owned government property requiring disposition resides at KSC with USA. The majority of production tooling and support equipment is being retained for potential re-use by the follow-on Space Launch System (SLS) program. A limited amount of property has been identified by SLS as not beneficial and therefore can be excessed at this time. In the interim period, until SLS has made a final determination which property may be beneficial to the program, all SRB property at KSC will be transferred to the MSFC Institution and KSC Manufacturing Support & Operations Contractor (MSFOC) for retention and/or disposal. United Space Alliance will process the necessary property transfer paperwork and the property will become the responsibility of the MSFC/MSFOC. The MSFC Property Management Office and the MSFOC will work together to dispose of the property utilizing the General Services Administration (GSA).

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Information Technology (IT) at KSC will likewise be transferred to MSFC/MSFOC as it becomes excess to USA and will be processed for re-use or disposal. These assets include Local Area Network (LAN) hardware, program developed software, servers, proprietary software, PCs, PC software, manufacturing and business application software, data stored in databases and data already archived in various forms. Prior to transfer, equipment hard drives and other storage media will be destroyed and/or cleared of all data and operating system information to ensure the protection of proprietary/NASA information. This effort will be performed in accordance with approved NASA procedures.

MSFC: SRB property located at MSFC consist of a modest quantity of tooling, equipment, hardware and IT assets. The property will be transferred to MSFC and the MSFC Property Management Office is responsible for disposition of this property. Disposition actions have been initiated following the EOP.

KSC: SRB property at KSC consist of a small quantity of ground support equipment, hardware and IT assets. The SRB property will be transferred to the KSC Property Management Office for disposition. This approach has been coordinated with the KSC T&R group and provisions have been included in the KSC PPBE process to accommodate this effort.

Vendors: Disposition of SRB tooling, equipment and hardware at multiple vendor sites will utilize the Defense Contract Management Agency (DCMA) to evaluate and process the disposal of the items without relocation to another site(s). Exceptions to this approach would include transfer of specific assets to the SLS program or in support of other reutilization requests.

Records Management

The close-out of the SSP brings with it a significant effort relative to the identification and disposition of government records produced during the long history of the Program. In accordance with NASA standard procedures, temporary and permanent records are required to be retained for specific time periods, dependent on the type of record. The SRB Project has developed a records matrix, identifying the categories and retention times for the project records. All records containing sensitive information will be protected in accordance with applicable NASA standards.

In coordination with the MSFC Shuttle Records Transition Team (SRTT), United Space Alliance will identify, collect, index, box and ship Shuttle records at KSC to the National Archives & Records Administration (NARA) or to MSFC for retention and further action. Records management for SRB records shall be performed in accordance with this plan. See Appendix E and NASA Regulations.

Environmental Management

The SRB Project has supported development of and provided input to the Shuttle Program's Transition and Retirement (T&R) Environmental Management Plan (NSTS 60575). USA environmental will support SRB property disposition at KSC as T&R task continue.

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3.0 Metrics

Metrics are an important part of successfully managing and completing the SRB T&R effort. The NSTS document referenced in the introduction identifies required metrics that SRB T&R will provide. Standard cost control/performance information will continue to be provided. In addition, other progress measurement tools are in development and will be used to identify areas of concern and appropriate corrective action.

4.0 Risk Management

The accomplishment of Shuttle T&R requirements carries with it identifiable risks that warrant vigilance and the application of effective mitigation management techniques. SRB T&R will continue to utilize existing SSP Risk Management tools to identify risks, develop appropriate mitigation action plans and monitor specific risks' status throughout their effective lives. Risk management support will be provided to the T&R activities as appropriate.

5.0 Resource Requirements

Budget planning guidelines for Shuttle T&R activities currently allows for completion of those activities by the end of FY2013. SRB T&R resource requirements are developed in coordination with United Space Alliance and MSFOC and are reviewed and approved by the T&R management structure during the PPBE process. Resources are required for all T&R activities described above, including civil service and support contractor personnel.

6.0 Contract Closeout

Contract closeout effort is authorized through a cost plus fixed fee/incentive fee modification to the SPOC contract. MSFC's Contracting Officer's Technical representative (COTR) for the contract will be the MSFC SRB Technical Management Representative (TMR). A modest contingent of USA personnel, including IT support will remain at KSC following EOP to perform the required effort. Remaining USA supplier contracts as well as the prime SRB contract must be closed out. T&R contract closeout will be complete when the only remaining tasks are administrative, such as final invoice and audits. At that time, the remaining work may not require/warrant continuing direct charges to the Government:

The NASA/MSFC standard process for contract closeout will be utilized, which includes the completion of a checklist of items (NASA Form 1612). Network and file server operational support, operating systems and PC workstations, will be required to maintain an IT infrastructure environment for contract closeout.

7.0 Schedule

Property disposition, records disposition, vendor closeout and contract closeout represent the majority of remaining SRB T&R effort. Detailed information regarding the amount of effort and

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length of time to complete each of these major areas is available and will be tracked for progress and remaining levels of work.

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**Appendix C
Reusable Solid Rocket Motor (RSRM)**

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1.0 Introduction

NASA successfully completed the mission of the Space Shuttle Program (SSP) in FY2011 and is now fully engaged in the follow-on Transition and Retirement (T&R) of the Shuttle Program, including the appropriate disposition of all program assets.

All elements of the Space Shuttle Program are required to prepare a T&R Implementation Plan in accordance with Volume XX of NSTS 07700, Transition and Retirement Requirements. This RSRM Transition Management Plan complies with the SSP and MSFC plans and refers to those plans as necessary rather than repeat pertinent information. For purposes of this plan, the RSRM Project includes Alliant Tech Systems, Inc (ATK), Marshall Space Flight Center (MSFC) Kennedy Space Center (KSC) and at prime contractor facilities.

2.0 Transition Process

Human Capital

Having successfully completed the fly-out of the Space Shuttle missions, the RSRM Project's personnel have been reassigned and remaining responsibilities are continuing under the management of the MSFC Shuttle-Ares Transition Project Office (SATO). Similarly the ATK workforce at ATK, MSFC and KSC have been reduced to necessary personnel that will be responsible for proper disposition of remaining RSRM assets and contract close-out activities.

Property Management

Personal property used in support of the RSRM Project consists of tooling, equipment, supplies, hardware and IT items located at ATK, MSFC, KSC and vendor sites. All government property will be dispositioned through transfer/re-use or excess/disposal. Approved property management procedures will be followed to accomplish these requirements.

ATK: The largest quantity of RSRM-owned government property requiring disposition resides at ATK. The majority of production tooling and support equipment is being retained for potential re-use by the follow-on Space Launch System (SLS) program. A limited amount of property has been identified by SLS as not beneficial and therefore can be excessed at this time except for items identified as test articles.

Information Technology (IT) at ATK will likewise be transferred to MSFC/MSFOC as it becomes excess to ATK and will be processed for re-use or disposal. These assets include Local Area Network (LAN) hardware, program developed software, servers, proprietary software, PCs, PC software, manufacturing and business application software, data stored in databases and data already archived in various forms. Prior to transfer, equipment hard drives and other storage media will be destroyed and/or cleared of all data and operating system information to ensure the protection of proprietary/NASA information. This effort will be performed in accordance with approved NASA procedures.

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MSFC: RSRM property located at MSFC consist of a modest quantity of tooling, equipment, hardware and IT assets. The property will be transferred to MSFC and the MSFC Property Management Office is responsible for disposition of this property. Disposition actions have been initiated following the EOP.

KSC: RSRM property at KSC consist of a small quantity of ground support equipment, hardware and IT assets. The RSRM property has been transferred to the KSC Property Management Office for disposition. This approach has been coordinated with the KSC T&R group and provisions have been included in the KSC PPBE process to accommodate this effort.

Vendors: Disposition of RSRM tooling, equipment and hardware at multiple vendor sites will utilize the Defense Contract Management Agency (DCMA) to evaluate and process the disposal of the items without relocation to another site(s). Exceptions to this approach would include transfer of specific assets to the SLS program or in support of other reutilization requests.

Records Management: The close-out of the SSP brings with it a significant effort relative to the identification and disposition of government records produced during the long history of the Program. In accordance with NASA standard procedures, temporary and permanent records are required to be retained for specific time periods, dependent on the type of record. The RSRM Project has developed a records matrix, identifying the categories and retention times for the project records. All records containing sensitive information will be protected in accordance with applicable NASA standards.

In coordination with the MSFC Shuttle Records Transition Team (SRTT), ATK will identify, collect, index, box and ship Shuttle records at ATK and KSC to the National Archives & Records Administration (NARA) or to MSFC for retention and further action. Records management for RSRM records shall be performed in accordance with this plan. See Appendix E and NASA regulations.

Environmental Management: The RSRM Project has supported development of and provided input to the Shuttle Program's Transition and Retirement (T&R) Environmental Management Plan (NSTS 60575)., RSRM T&R will continue to support environmental requirements that may develop.

3.0 Metrics

Metrics are an important part of successfully managing and completing the RSRM T&R effort. The NSTS document referenced in the introduction identifies required metrics that RSRM T&R will provide. Standard cost control/performance information will continue to be provided. In addition, other progress measurement tools are in development and will be used to identify areas of concern and appropriate corrective action.

4.0 Risk Management

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The accomplishment of Shuttle T&R requirements carries with it identifiable risks that warrant vigilance and the application of effective mitigation management techniques. RSRM T&R will continue to utilize existing SSP Risk Management tools to identify risks, develop appropriate mitigation action plans and monitor specific risks' status throughout their effective lives. Risk management support will be provided to the T&R activities as appropriate.

5.0 Resource Requirements

Budget planning guidelines for Shuttle T&R activities allows for completion of those activities by the end of FY2013. RSRM T&R resource requirements are developed in coordination with ATK and MSFOC and are reviewed and approved by the T&R management structure during the PPBE process. Resources are required for all T&R activities described above, including civil service and support contractor personnel.

6.0 Contract Closeout

Contract closeout effort is authorized through a cost plus fixed fee/incentive fee modification to the RSRM/ATK contract by the MSFC's Contracting Officer's Technical representative (COTR). A modest contingent of ATK personnel, including IT support, will remain at ATK following EOP to perform the required effort. Remaining ATK supplier contracts as well as the prime RSRM contract must be closed out. T&R contract closeout will be complete when the only remaining tasks are administrative, such as final invoice and audits. At that time, the remaining work may not require/warrant continuing direct charges to the Government.

The NASA/MSFC standard process for contract closeout will be utilized, which includes the completion of a checklist of items (NASA Form 1612). Network and file server operational support, operating systems and PC workstations, will be required to maintain an IT infrastructure environment for contract closeout.

7.0 Schedule

Property disposition, records disposition, vendor closeout and contract closeout represent the majority of remaining RSRM T&R effort. Detailed information regarding the amount of effort and length of time to complete each of these major areas is available and will be tracked for progress and remaining levels of work.

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**Appendix D
Space Shuttle Main Engine (SSME)**

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1.0 Introduction

NASA successfully completed the mission of the Space Shuttle Program (SSP) in FY2011 and is now fully engaged in the follow-on Transition and Retirement (T&R) of the Shuttle Program, including the appropriate disposition of all program assets.

All elements of the Space Shuttle Program are required to prepare a T&R Implementation Plan in accordance with Volume XX of NSTS 07700, Transition and Retirement Requirements. In addition, the Marshall Space Flight Center (MSFC) has prepared a Transition Plan in support of this effort. This SSME Transition Management Plan complies with the SSP and MSFC plans and will refer to those plans as necessary rather than repeat pertinent information. For purposes of this Plan, the SSME Project includes Pratt Whitney Rocketdyne (PWR) at Canoga Park, CA, PWR DeSoto, CA, PWR West Palm Beach, FL (WPB), PWR Major Subs, Marshall Space Flight Center (MSFC), Stennis Space Center (SSC) and Kennedy Space Center (KSC).

2.0 Transition Process

Human Capital

Having successfully completed the fly-out of the Space Shuttle missions, the SSME Project's personnel have been reassigned and remaining responsibilities are continuing under the management of the MSFC Shuttle-Ares Transition Project Office (SATO). Similarly, Pratt Whitney Rocketdyne's (PWR) workforce at all PWR sites, SSC, MSFC and KSC has been reduced to necessary personnel that will be responsible for proper disposition of remaining SSME assets and contract close-out activities.

Property Management

Personal property used in support of the SSME Project consists of tooling, equipment, supplies, hardware and IT items located at all PWR sites, SSC, MSFC, KSC and vendor sites. All government property will be dispositioned through transfer/re-use, turnover/for excess/disposal. Approved property management procedures will be followed to accomplish these requirements.

PWR: The largest quantity of SSME-owned government property requiring disposition resides at PWR sites. The majority of production tooling and support equipment is being retained for potential re-use by the follow-on Space Launch System (SLS) program. A limited amount of property has been identified by SLS as not beneficial and therefore can be excessed at this time thru the Plant Clearance Automated Reutilization Screening System (PCARSS).

SSME Information Technology (IT) will be transferred/excessed as required these assets include Local Area Network (LAN) hardware, program developed software, servers, proprietary software, PCs, PC software, manufacturing and business application software, data stored in databases and data already archived in various forms. Prior to transfer, equipment hard drives and other storage media will be destroyed and/or cleared of all data and operating system

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information to ensure the protection of proprietary/NASA information. This effort will be performed in accordance with approved NASA procedures.

MSFC: SSME property located at MSFC consist of a modest quantity of tooling, equipment, hardware and IT assets. The property will be transferred or turnover to MSFC and the MSFC Property Management Office is responsible for disposition of this property. Disposition actions have been initiated following the EOP.

KSC: SSME property at KSC consist of a small quantity of ground support equipment, hardware and IT assets. The SSME property has been transferred or turnover to the KSC Property Management Office for disposition. This approach has been coordinated with the KSC T&R group and provisions have been included in the KSC PPBE process to accommodate this effort.

Vendors: Disposition of SSME tooling, equipment and hardware at multiple vendor sites will utilize the Defense Contract Management Agency (DCMA) to evaluate and process the disposal of the items without relocation to another site(s). Exceptions to this approach would include transfer of specific assets to the SLS program or in support of other reutilization requests. Assets located at venders within 70 miles of PWR CP and WPB will be returned to PWR for disposition.

Records Management

The close-out of the SSP brings with it a significant effort relative to the identification and disposition of government records produced during the long history of the Program. In accordance with NASA standard procedures, temporary and permanent records are required to be retained for specific time periods, dependent on the type of record. The SSME Project has developed a records matrix, identifying the categories and retention times for the project records. All records containing sensitive information will be protected in accordance with applicable NASA standards.

In coordination with the MSFC Shuttle Records Transition Team (SRTT), Pratt Whitney Rocketdyne will identify, collect, index, box and ship Shuttle records at PWR, MSFC and KSC to the National Archives & Records Administration (NARA) or to MSFC for retention and further action. Records management for SSME records shall be performed in accordance with this plan. See Appendix E and NASA regulations.

Environmental Management

The SSME Project has supported development of and provided input to the Shuttle Program's Transition and Retirement (T&R) Environmental Management Plan (NSTS 60575). SSME T&R will continue to support environmental requirements that may develop.

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3.0 Metrics

Metrics are an important part of successfully managing and completing the SSME T&R effort. The NSTS document referenced in the introduction identifies required metrics that SSME T&R will provide. Standard cost control/performance information will continue to be provided. In addition, other progress measurement tools are in development and will be used to identify areas of concern and appropriate corrective action.

4.0 Risk Management

The accomplishment of Shuttle T&R requirements carries with it identifiable risks that warrant vigilance and the application of effective mitigation management techniques. SSME T&R will continue to utilize existing SSP Risk Management tools to identify risks, develop appropriate mitigation action plans and monitor specific risks' status throughout their effective lives. Risk management support will be provided to the T&R activities as appropriate.

5.0 Resource Requirements

Budget planning guidelines for Shuttle T&R activities currently allows for completion of those activities by the end of FY2013. SSME T&R resource requirements are developed in coordination with Pratt Whitney Rocketdyne and are reviewed and approved by the T&R management structure during the PPBE process. Resources are required for all T&R activities described above, including civil service and support contractor personnel.

6.0 Contract Closeout

Contract closeout effort is authorized through a cost plus fixed fee/incentive fee modification to the SSME/PWR contract. MSFC's Contracting Officer's Technical representative (COTR) for the contract will be the MSFC SSME T&R Lead. A modest contingent of PWR personnel, including IT support will remain at PWR following EOP to perform the required effort. Remaining PWR supplier contracts as well as the prime SSME contract must be closed out. T&R contract closeout will be complete when the only remaining tasks are administrative, such as final invoice and audits. At that time, the remaining work may not require/warrant continuing direct charges to the Government.

The NASA/MSFC standard process for contract closeout will be utilized, which includes the completion of a checklist of items (NASA Form 1612). Network and file server operational support, operating systems and PC workstations, will be required to maintain an IT infrastructure environment for contract closeout.

7.0 Schedule

Property disposition, records disposition, vendor closeout and contract closeout represent the majority of remaining SSME T&R effort. Detailed information regarding the amount of effort

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and length of time to complete each of these major areas is available and will be tracked for progress and remaining levels of work.

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**Appendix E
Shuttle Records Transition Team (SRTT)**

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1.0 INTRODUCTION

Shuttle Records Transition includes Space Shuttle program/project records generated or collected by organizations of the Space Shuttle program and associated Engineering Directorate and S&MA records.

Records generated or collected from program formulation to completion of flight activity and extending through transition are included in this requirement.

NPR 1441.1 provides specific instructions for the categorization and retention of records required to preserve the history and technology of government programs. Shuttle Records Transition and Retirement must conform to these instructions and also ensure data availability for new programs.

Specific records included in MSFC Shuttle records are:

- Space Shuttle preliminary design and definition phase (1970 - 1972)
- Space Shuttle Program (1972 - 2011)
- External Tank Project (ET) (1972 - Present) (Standard Weight Tank, Lightweight Tank and Super Lightweight Tank (SLWT))
- Space Shuttle Main Engine Project (SSME) (1972 – 2011) including upgrades
- Solid Rocket Booster Project (SRB) (1972 -1989 combined Booster and Motor elements)
- Advanced Solid Rocket Motor (ASRM) (1989 – 1995)
- Redesigned Solid Rocket Motor (RSRM) (1989 – 2007)
- Reusable Solid Rocket Booster (RSRB) (re-merged with SRM 1/2007- 2011)
- Propulsion Systems Engineering & Integration (PSE&I)(1972 – 2011)
- Shuttle Business Management/Program Control (1972 – 2011)
- Equally important and an integral part of the official Shuttle records are those Shuttle records generated or collected by other MSFC organizations, primarily Engineering Directorate (ED) and Safety & Mission Assurance (S&MA).
- MSFC Transition Plan

1.1 Definitions:

Records Definition: The statutory definition of records as contained in 44 US Code Section 3301: “As used in this section, records includes all books, papers, maps, photographs, machine readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by an Agency of the United States Government under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that Agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value of data in them. Library and museum material made or acquired and preserved solely for reference or exhibition purposes, extra copies of documents preserved only for convenience of reference and stocks of publications and process documents are not included.”

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NSTS 07700, Volume V, Appendix G is the official listing of Space Shuttle Program Records. This appendix is a living document which is updated as records are identified and retention schedules are identified for specific records. The intent of this appendix is to clearly document the decisions which have been made by the SSP record owners as to retention schedules..

Records Disposition: Records disposition as defined in 36 Code of Federal Regulations is actions taken regarding records no longer needed for the conduct of the regular current business of the agency.

2.0 RESPONSIBILITIES AND INTERFACES

2.1 Responsibilities – Manager and Directors of Other Organizations.

The MSFC Shuttle-Ares Transition Office Manager and Directors of S&MA and ED shall ensure:

- Accessibility of program technical, business and administrative data through the end of the program.
- That documentation associated with “legacy hardware” is transferred to the follow-on programs by use of NASA Form 1786, “Inter-or-Intra-Agency Transfer of NASA Records Agreement,” and approved by the MSFC Records Manager and the NASA Records Officer.
- That records not approved for transfer to follow-on programs shall be retired in accordance with NPR 1441.1.
- That all existing or follow-on programs have access to the data they require from retiring Projects.
- That Space Shuttle records held in contractor facilities and meeting the criteria of permanent records are properly transferred to MSFC or the National Archives and Records Administration as appropriate.
- That official Shuttle in-house records are properly transferred to a MSFC records storage area as dictated by the Center Records Manager (CRM). Permanent records will subsequently be transferred by the Center Records Manager, to a National Archives and Records Administration (NARA) facility.
- Consideration of the historical significance of records and exercise particular attention to disposition of historical materials as program/project offices are discontinued.
- That NASA and MSFC Records Management Procedures are followed and records are appraised, transferred and dispositioned in an efficient and economical manner.

That NPR 1441.1 is followed for both the categorization and retention of records to preserve the history of the program.

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2.2 Responsibilities - MSFC Shuttle Records Transition Team (SRTT)

The SRTT is responsible for:

- The identification, collection, categorization and arrangement of MSFC Shuttle records in all media, at Center-wide and off-site locations, whenever such records are designated by the appropriate Project Office or the Shuttle-Ares Transition Office as properly belonging to the Shuttle Project(s) Case Files.
- The cataloging and detailed indexing of the MSFC Shuttle records baseline across all elements and record categories to ensure future availability of records and provide for efficient and effective records retention at MSFC and NARA. This cataloging will be based on records listed in the Records Baseline (Shuttle Records Matrix) and the Shuttle Program Office Listing in NSTS 07700, Vol. V, Appendix G. See Figure 2.
- The analysis and comparison of records in order to effect destruction of duplicate records and utilization of the most appropriate records “sets” for storage and archive.
- The provision of preliminary records schedules based on NPR 1441.1 and guidance from the appropriate Project Office, subject to approval from the MSFC Records Manager.
- Development and coordination of schedules for packaging and shipment of the Space Shuttle official records and coordination with the appropriate organization (Project or other MSFC elements and organizations) and the Center Records Manager.
- Serving as the primary liaison between MSFC Shuttle Program/Projects and Records Management organizations, including NARA.
- Facilitation of formal SSP records transfers to other organizations or Programs/Projects, as required through the use of NASA Form 1786, “Inter-or-Intra-Agency Transfer of NASA Records Agreement.”

2.3 Responsibilities – MSFC Records Transition Working Group (RTWG)

The RTWG is responsible for:

- Serving as the primary interface between the SRTT and Shuttle records-holding organizations by inclusion of members from those organizations.
- Maintaining communications with the Center Records Manager and the MSFC Repository Manager for status and resolution of issues
- Expressing views, concerns, issues and wishes of MSFC Shuttle Project Offices and other Shuttle records-holding organizations.
- Resolving MSFC Shuttle records issues and questions.

2.4 Responsibilities - MSFC Historian, Internal Relations & Communications Department

The MSFC Historian, Internal Relations & Communications Department, shall provide guidance on the disposition of unusual accumulations of documentary materials, personal files of officials, or specialized collections of NASA or non-NASA records that could be significant to establishing the basis of the history of NASA programs and projects conducted at MSFC. See MPR 1440.2.

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2.5 Interfaces

The MSFC SRTT works in conjunction with the Level II RMWG and the SSP Transition Office, the MSFC SATO Manager, Transition Leads and the Center Records Manager to assure applicable MSFC Space Shuttle records defined in Appendix G are dispositioned in a timely, accurate and cost efficient manner.

The MSFC SRTT Lead interfaces with the SSP Transition Office Records Lead to ensure that data is made available to other Programs as needed and assures that arrangements are made for organizations to obtain copies of such records. Requests will require approval of the SATO.

3.0 SHUTTLE RECORDS TRANSITION PROCESS

Transition and retirement of Shuttle Records will be executed in a three-fold approach:

- (1) Phase I - Records Identification
- (2) Phase II - Records Verification
- (3) Phase III - Records Disposition.

Phase I – Records Identification

MSFC Space Shuttle records physically maintained within the Project Offices, ED and S&MA will be identified in categories (8/101, 8/102, 8/103, etc.) established by NPR 1441.1 with corresponding retention instructions (Permanent or Temporary). The MSFC Shuttle Matrix format will be used to document the records baseline and changes thereto. See Figure 2.

Phase II – Records Verification

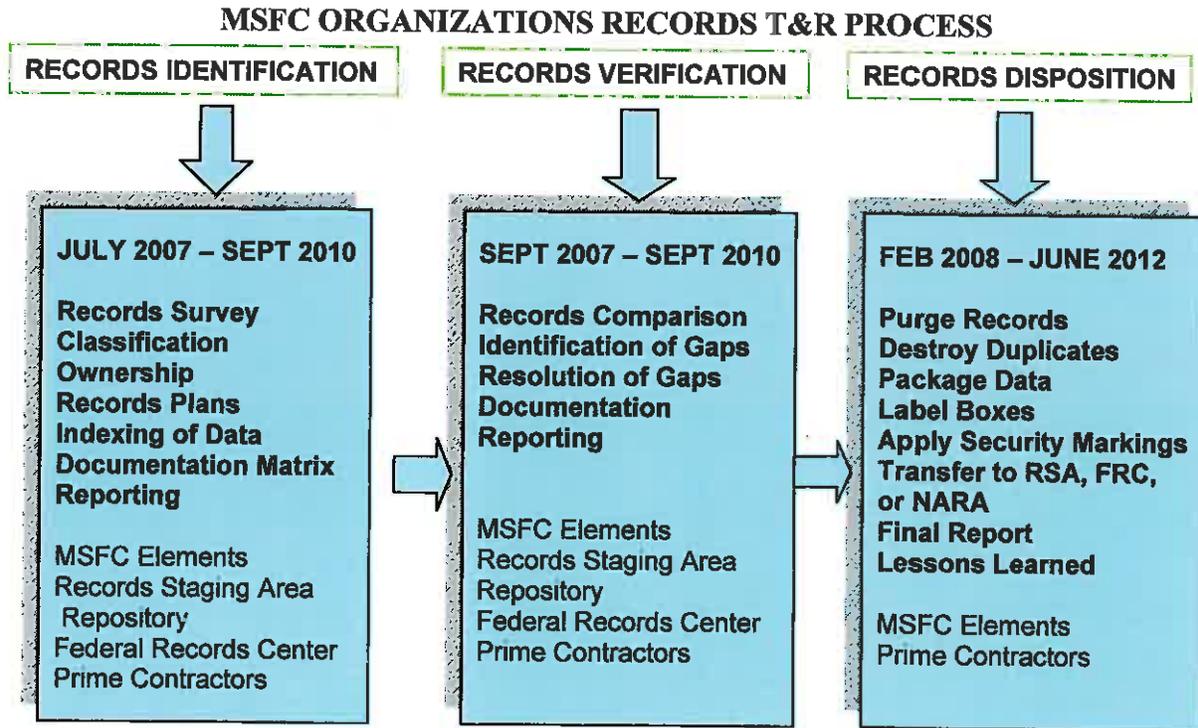
Upon establishment of the initial Shuttle Records Baseline, the SRTT, supported by Project representatives in the RTWG and the Documentation Repository and Center Records Management Staff, will utilize the baseline matrix to identify and compare duplicate sets of records and recommend the most efficient and cost effective disposition/archival of records to meet NPR 1441.1 requirements.

Phase III – Records Disposition

As sets of records are identified for storage or archiving, the SRTT will instigate disposition and destruction of records as appropriate with support from element records transition personnel. See Figure 2.0 and 3.0 below.

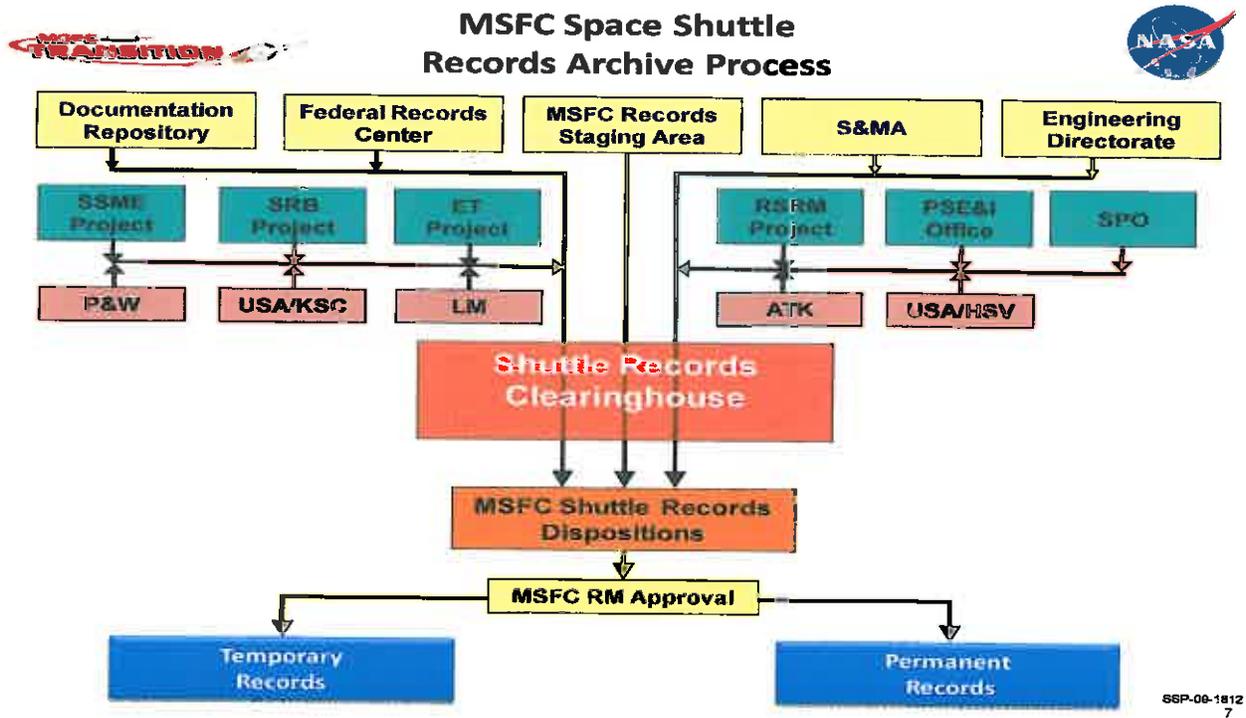
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Figure 2.0: MSFC Organizations Records T&R Process



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Figure 3.0: MSFC Space Shuttle Records Archive Process



4.0 SHUTTLE SPECIFIC RECORDS GUIDELINES

NPR 1441.1 details what records are classified as official records. Each record category identified in NPR1441.1 has a retention assigned which specifies whether the records are permanent or temporary and, if temporary, length of retention period. .

For “temporary” records that are to be kept for 10 years or less, consideration should be given to retaining such temporary records “in-place” instead of utilizing storage at the Federal Records Center.

Long-term temporary and permanent records that will not be actively used by follow-on programs will be dispositioned in cooperation with the Center Records Manager and according to records retention schedules.

If SSP records will be required by other NASA programs following completion of SSP, the requirement is for the new program to make copies of the records or SRTT will facilitate the execution of NASA form 1786 for transfer of records to the new program.

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5.0 RECORDS

SATO documentation and SSP Shuttle Records will be maintained and dispositioned in accordance with MSFC NASA Records Retention Schedule, NPR 1441.1 and NSTS 07700, Vol. XX Book 2, Appendix V.