



*NAC Institutional Committee*

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# **NAC Institutional Committee Meeting**

**Jet Propulsion Lab  
July 28 - 29, 2015**

Kathryn Schmoll  
Chair



# NAC Institutional Committee Membership

NAC Institutional Committee

	<b>Committee Members</b>	<b>Current Employer</b>	<b>Current Position</b>
1	<b>CHAIR: Kathryn (Katy) Schmoll</b>	Kathryn Schmoll and Associates, LLC	Retired, University Corporation for Atmospheric Research (UCAR) Vice President,
2	<b>James L. (Jim) Jennings</b>	Omega Plus, Inc	President
3	<b>Jan E. Jones</b>	none	Retired, United States Capitol Police
4	<b>Alison L. McNally</b>	none	Retired, Smithsonian
5	<b>Alan Paller</b>	SANS Institute	Director of Research
6	<b>Beth Ann Rafferty</b>	Southwest Research Institute	Chief Financial Officer, Vice President - Finance



# NAC Institutional Committee Work Plan

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Excerpt from NAC 2014 Work Plan dated April 15, 2014

- **Overhauling NASA's Information Technology (IT) Governance Structure, and Ensuring the Security of NASA's IT Systems:** Review and assess Agency's plans to overhaul the current IT governance structure and ensure the security of NASA's IT systems.
- **Acquisition Reform, and Ensuring the Integrity of the Contracts and Grants Processes:** Review and assess Agency plans for acquisition reform and ensuring the integrity of the NASA contracts and grant process.

*"This Work Plan is not intended to preclude other areas of potential consideration by the Council or its committees, but rather highlight key areas of interest to NASA's leadership in CY2014."*



# NASA OIG Report

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## NASA's Top Management and Performance Challenges

identified in OIG report dated Nov 14, 2014

- Managing NASA's Human Space Exploration Programs: International Space Station, Commercial Crew Transportation, and the Space Launch System
- Managing NASA's Science Portfolio
- Ensuring Continued Efficacy of the Space Communications Network
- Overhauling NASA's Information Technology (IT) Governance Structure
- Ensuring the Security of NASA's IT Systems
- Managing NASA's Infrastructure and Facilities
- Ensuring the Integrity of the Contracting and Grants Processes and the Proper Use of Space Act Agreement

*4 out of 7 are Institutional Challenges*



# NAC Institutional Committee July 2015 Meeting Topics

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Business Services Assessment (BSA)

Krista Paquin

IT Security

Howard Whyte

Annual Ethics Briefing

Lawana Bryant

JPL NASA Management Office (NMO) Overview

Marcus Watkins

NASA Facilities Update

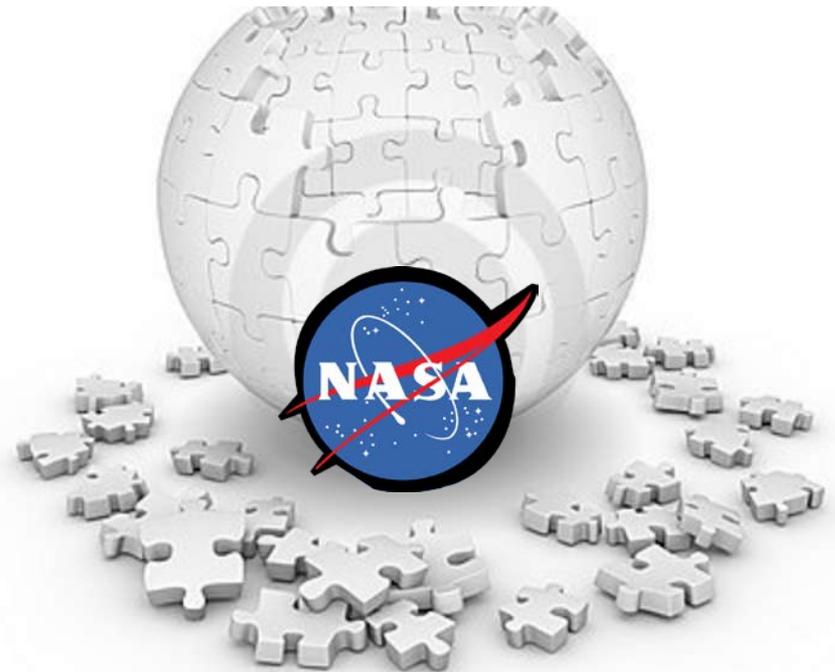
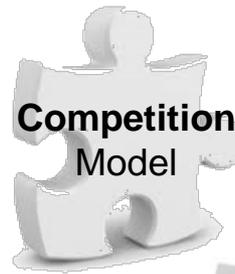
Richard Marrs



# Completing the Puzzle

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## NEW AGENCY OPERATING MODEL



[dreamstime.com](http://dreamstime.com)

**IMPERATIVE:** *Establish a more efficient operating model that maintains a minimum set of capabilities AND meets current and future mission needs.*



# Business Services Assessment (BSA) Purpose

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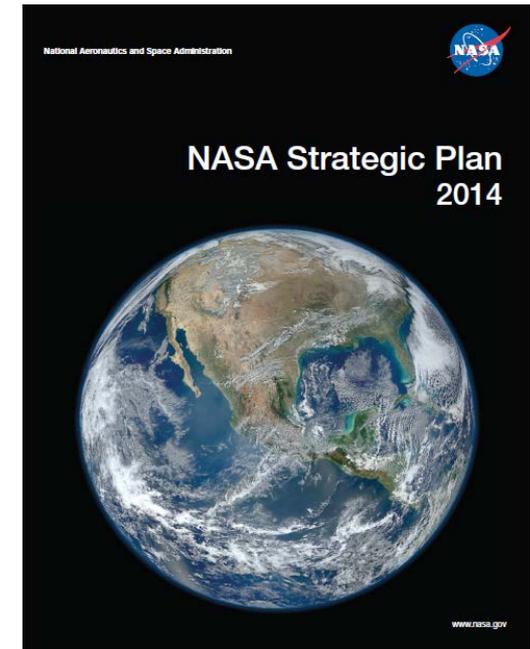
*IMPERATIVE: Establish a more efficient operating model that maintains a minimum set of capabilities AND meets current and future mission needs.*

*From the Agency's Strategic Plan:*

Strategic Goal 3

Serve the American public and accomplish our Mission by effectively managing our people, technical capabilities, and infrastructure.

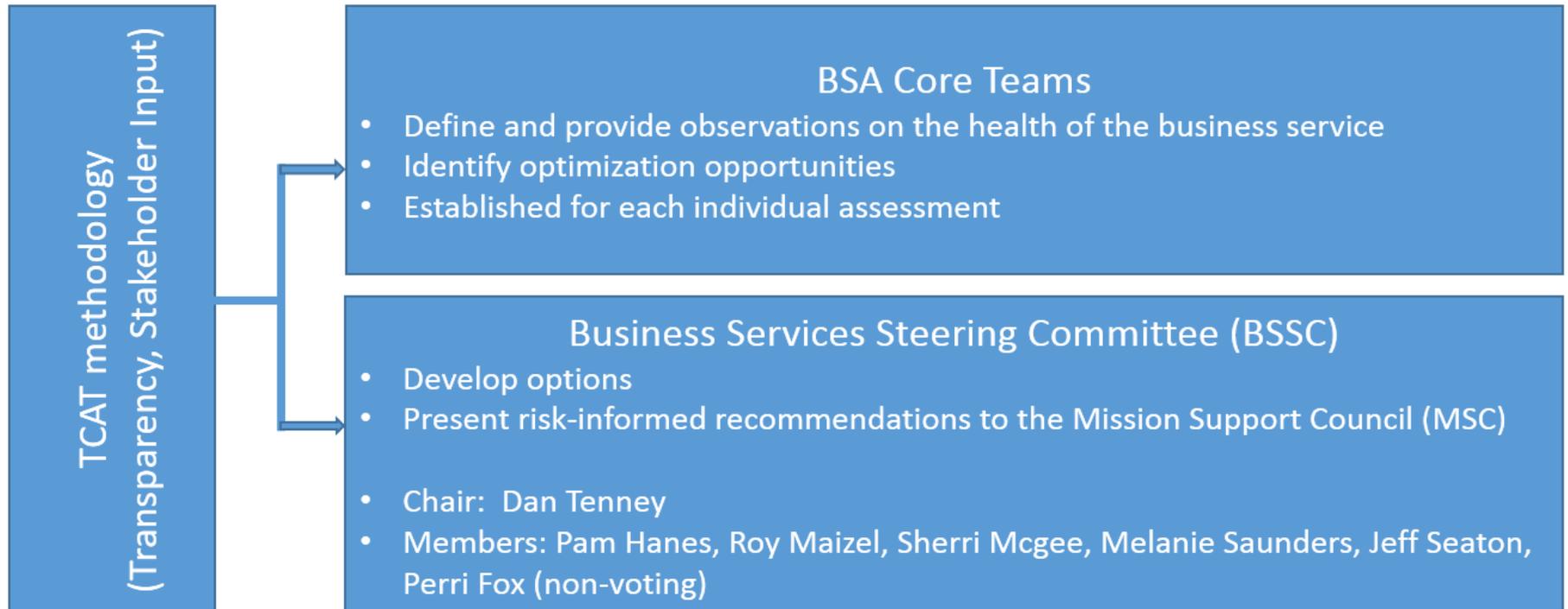
“... As part of this pursuit, we must ensure that our facilities, resources, and plans are sustainable. This means exploring new ways of doing business. We will advance our efficiency and sustainability through wise investments and innovative approaches to resource management, including divesting ourselves of infrastructure no longer needed, so that we can achieve our core mission within our budget”





# Business Services Assessment Approach

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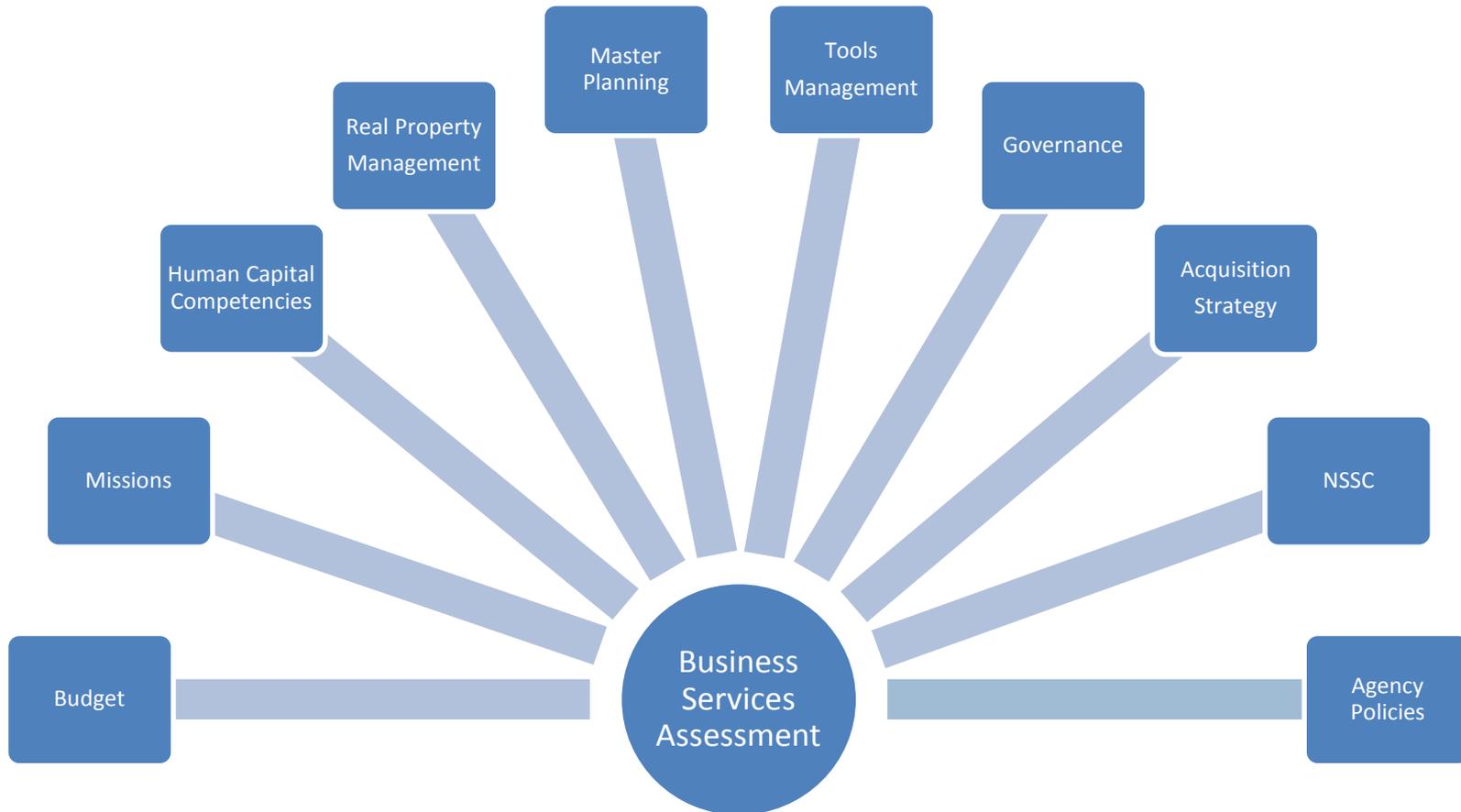
- Health Assessment - The service's current ability to meet current and expected future internal and external requirements soundly and reasonably, using the 9 sub-components for Health Assessment: BSL Comparison, Efficiency, Effectiveness, Performance, Reliability, OMB/Audit/Policy, Strategic Sourcing, Risk to Mission, and Dependencies.
- Optimization Assessment - The service's potential and return on investment for future optimization, using the 5 sub-components for Opportunity Assessment (future): Optimization Opportunities, Optimization Risk, Governance Model, Resources Requirements, and Barriers.



# Business Services Assessment (BSA) Connections

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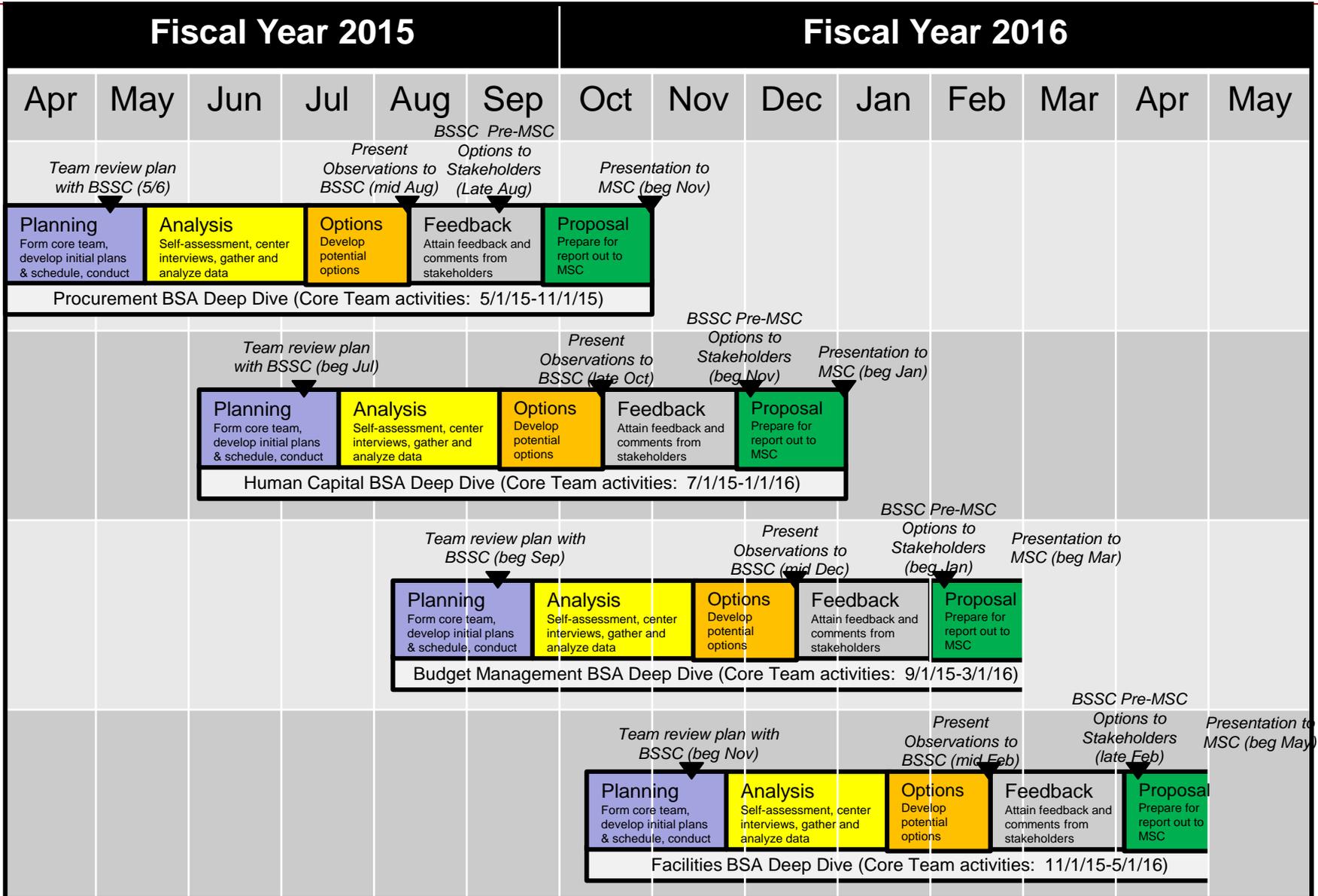
This assessment will impact the way NASA does business across the Agency





# BSA 2015-16 Deep Dive Work Plan Schedule

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# BSA – IT Deep Dive Pilot

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In 2014-2015, NASA management undertook a comprehensive business services assessment of five aspects of information technology operations and recommended actions to the NASA Mission Support Council (MSC);

1. To streamline and rationalize IT management and governance;
2. To implement a federated/hybrid data center operational model;
3. To address risk mitigation actions to facilitate implementation of the Network Transformation Initiative;
4. To consolidate non-ACES workstations support administration and support; and
5. To implement an independently-led, zero-based review of IT security spending and the alignment to the IT security strategy and establish an improved security architecture better aligned with NASA's business risks.

This IT Deep Dive was completed on May 15, 2015.

OCIO working on implementation plans to be presented to the MSC in September 2015.  
OCIO to provide MSC status at 6 and 12-months from the May 15 Decision Memo date.



# NAC Institutional Committee Response to BSA – IT Pilot

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## July 2015 Meeting Observations:

- In the Committee's review of the NASA Mission Support Council (MSC) BSA IT Pilot Decision Package, the Committee saw that these decisions were grounded on a thoughtful process based on seven sensible guidelines, led by widely-trusted NASA leaders and conducted with extensive, active participation of Subject Matter Experts (SMEs) at the Centers as well as headquarters.
- The Committee commends NASA management for initiating the review and for carrying it out in a professional, balanced, and inclusive manner.



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## Response to BSA – IT Pilot

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### IT Security

- Worthy of note is the decision to implement an independently led, zero-based review of IT security spending.
- In the past, new security tools have been implemented without validation that the older tools and manpower investments are still required, given the newer capabilities.
- Improvements in protection, detection, and reaction are all needed.
- NASA is showing noteworthy leadership in taking on that task.



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## Response to BSA – IT Pilot

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### **Data Centers**

The Committee believes that NASA's implementation of a federated/hybrid data center operational model, as a step toward consolidating NASA data centers, has the potential for cost saving as well as increased security.

### **IT Governance**

The proposed governance model may give the NASA CIO insight into most NASA IT assets and spending and thereby enable improved management of NASA's IT investment.

### **Enterprise Architecture**

The Committee would like to stress the importance of completing the IT area portfolio enterprise architectures and framework as a near term priority to facilitate the effective implementation of the full set of Mission Support Council decisions.



# NAC Institutional Committee Observations

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## July 2015 Meeting Observations:

- The Committee encourages the Agency to go forward with the BSA process.
  - The Agency should continue to focus on the communication aspect of the BSA rollout and decision process with their employees.
  - Address OIG Top Management Challenges and other external audits concerns in deep dive assessments.
  - Encourage multi center participants in functional reviews.
- Committee would like to continue to be apprised of the Agency decisions/recommendations on the Business Systems Assessment (BSA) Deep Dives when appropriate.
- Performance plans and appraisals for individuals that are assigned IT roles and responsibilities must include specific goals and objectives related to the IT Pilot deep dive implementation



# Energy Metrics

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Energy Metrics as reported by NASA Office of Strategic Infrastructure on July 29, 2015:

## NASA Energy Reduction efforts

- 26% reduction in energy intensity (British Thermal Units (BTU) of energy consumed per square foot (sf) of building space BTU/sf) since 2003.
- 8.9% from electricity consumed is from renewable sources.
- 15.3% of NASA inventory is a Sustainable Green Building (by Gross Square Foot).
- Continuing to develop cost effective projects for financing by third parties or NASA.

**New Executive Order 13693:** Planning for Federal Sustainability in the Next Decade, signed March 19, 2015.

## Key metrics to achieve by FY 2025:

- Energy Demand Reductions **from 2015**
  - Energy Intensity (Btu/SF) **25% reduction**
- Energy Sources
  - **25% of energy consumed** is from Clean Energy sources
  - **30% of electricity** consumed is from Renewable sources