

## PERFORMANCE REPORTING AND PLANNING

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### Strategic Goal 5: Enable program and institutional capabilities to conduct NASA's aeronautics and space activities.

#### **OUTCOME 5.1: IDENTIFY, CULTIVATE, AND SUSTAIN A DIVERSE WORKFORCE AND INCLUSIVE WORK ENVIRONMENT THAT IS NEEDED TO CONDUCT NASA MISSIONS.**

NASA has a skilled, competent, and dedicated workforce. They are passionate about their work, and they bring many dimensions of diversity, including ideas and approaches, to make their teams successful. To continue the successful conduct of missions over the next 10 to 30 years, NASA must broaden, maintain, and sustain its diverse workforce with the right balance of skills and talents. The [Office of Human Capital Management \(OHCM\)](#), [NASA Education](#), and the [Office of Diversity and Equal Opportunity \(ODEO\)](#) work collaboratively to identify future needs and to identify gaps and potential shortfalls in skills. They also cooperatively plan Agency-level participation in new employee recruitment efforts.

NASA established a Diversity and Inclusion Framework to increase the diversity of the workforce and the overall inclusiveness of the work environment. The framework takes the Agency beyond a focus on equal employment opportunity (EEO) compliance to policies and practices designed to enhance innovation, creativity, and employee engagement. Complementary to its diversity and inclusion efforts, the Agency works aggressively to identify and eliminate environmental factors that can diminish trust, impair teamwork, compromise safety, and ultimately undermine excellence. NASA conducts an annual self-evaluation as part of the Model EEO Plan, which is designed to identify and remove barriers to individual and team success.

NASA continues to make progress in its efforts to become a model agency for EEO. For example, NASA successfully continued to implement programs designed to prevent discrimination, such as conflict management, anti-harassment, and the provision of reasonable accommodations.

#### **Reported Multi-Year Performance**

##### **Multi-Year Performance Goal 5.1.1.1: Define and build the workforce skills and competencies needed for the Agency's technology development and deep space exploration.**

FY11	During FY 2012, <a href="#">OHCM</a> made progress toward completing this performance goal, as described below:
Green	
FY12	<b>Workforce Culture of Innovation</b> <ul style="list-style-type: none"> <li>• Developed and socialized a human capital framework designed to create a workforce culture that builds on innovation.</li> <li>• Introduced innovation as an organizing principle for human capital management work. OHCM built a portal page on innovation that highlights employee accomplishments and provides resources to employees. OHCM put innovation into practice by planning the first Virtual Executive Summit, held in October 2012.</li> <li>• Developed, deployed, and tested a workforce communication infrastructure to ensure that</li> </ul>
Green	

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the Agency's workforce is well informed of major Agency initiatives and human capital programs, and executed several communications campaigns designed to enhance innovation and productivity. OHCM deployed a human resources messaging tool, HRMES, that enables the targeting of messages to particular groups.

- Designed and deployed the Work from Anywhere campaign to ensure that employees and supervisors know the many flexibilities available, including flexible work schedules.
- Developed, in concert with Agency leadership, an overarching, enhanced hiring program to refresh the Agency's talent pool. Key program components are implementation of the Pathways Program, the Federal student employment initiative, and an Agency recruitment program, which includes a fall recruitment opportunity in concert with the [Office of the Chief Engineer](#), and a winter invitational hiring event.
- Initiated a project to address the role of the NASA supervisor. The outcome of this project, which is led by several Center human resources directors, will influence all aspects of supervision, including selection, support, development, and accountability.
- In partnership with [ODEO](#), developed the Agency's Diversity and Inclusion Strategic Implementation Plan for submission to the [Office of Personnel Management \(OPM\)](#).
- Ranked first for innovation among Federal agencies by the [Partnership for Public Service](#) two years in a row.

### **Robust Policies, Programs, Processes, and Tools**

- Continued to use the Agency Labor-Management Forum to build relationships and foster productive discussion of Agency issues.
- By labor and management working together, improved the performance management process for Government Schedule employees and developed process improvements to the current system, many of which will be implemented in 2012-2013. Development is underway to implement new OPM performance management guidelines for the Senior Executive Service. Piloted an automated performance management system, for full implementation in 2013-2014.
- Given very low attrition rates, created flexibility for Centers to address skill mix issues by extensive implementation of Voluntary Early Retirement Authority/Voluntary Separation Incentive Payments for FY 2012.
- Implemented a streamlined Agency honor awards process that provides more opportunities to award individuals for excellent work in a timelier manner.
- Led the Agency effort to develop the labor and workforce portion of the Agency budget submission for FY 2013 and FY 2014, providing options for workforce levels. Guided the Agency through GOLD implementation, a new process for managing FTE use. Implemented a revised, more consistent workforce planning process, including labor pricing.

### **Build Awareness Through Data and Dashboards**

- Deployed executive dashboards with key performance indicators aligned with Agency goals, including a comprehensive workforce profile dashboard.
- Implemented an upgrade to SATERN, NASA's eLearning tool, including enhancements and improved capabilities to deliver online learning curriculum.
- Developed and delivered Agency and Center specific workforce reports to enable informed decision-making, including workforce planning and use reports and the State of the People, which provides useful workforce demographics and trends.

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Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	Define and build diverse workforce skills and competencies needed for the Agency's technology development and deep space exploration.
<b>FY14</b>	This performance goal remains the same in FY14.

Reported Annual Performance					
<b>AMO-12-1: Sustain (from the previous fiscal year) NASA's Innovation Score, as measured by the Innovation-related questions of the Employee Viewpoint Survey (EVS), by taking actions such as refining and updating human capital policies, programs, and systems to support and encourage innovation to meet NASA's missions.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency Management			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	10WF06 White	AMO-11-1 Yellow	AMO-12-1 Green

Planned Annual Performance	
<b>FY13 Update</b>	AMO-13-1: Sustain NASA's Innovation Score, as measured by the innovation-related questions in the Employee Viewpoint Survey (EVS), by taking actions like refining and updating human capital policies, programs, and systems to support and encourage innovation to meet NASA's missions.
<b>FY14</b>	AMO-14-1: Sustain (from the previous fiscal year) NASA's Innovation Score, as measured by the Innovation-related questions of the Employee Viewpoint Survey (EVS), by taking actions such as refining and updating human capital policies, programs, and systems to support and encourage innovation to meet NASA's missions.

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.1.1.5: Advance a workplace environment of equal opportunity, in which discrimination allegations, including harassing conduct and retaliation for equal employment opportunity (EEO) activity, are addressed promptly and effectively and in which reasonable accommodations are provided to individuals with disabilities.**

<b>FY11</b>	<p>NASA is making enormous strides in seeking to become a model Agency for EEO and is on target for attaining this performance goal. More specifically, NASA's efforts toward preventing discrimination—recognized as an essential element of achieving a model EEO agency by the <a href="#">U.S. Equal Opportunity Commission (EEOC)</a>—have produced key benchmarks toward this goal:</p> <ul style="list-style-type: none"> <li>• The <a href="#">Conflict Management Program (CMP)</a>, which provides managers and supervisors with the conflict resolution tools needed to reduce third-party intervention, such as the filing of EEO complaints or administrative grievances. OPM recognized CMP as an exemplary program for advancing equal opportunity.</li> <li>• The Agency's <a href="#">Anti-Harassment Program (AHP)</a>, which established a uniform, Agency-wide vehicle for addressing allegations of harassment promptly and effectively. EEOC recognized AHP as a highly effective means of addressing harassing conduct before it can reach the level of illegal discrimination.</li> </ul> <p>During FY 2012, ODEO undertook 11 actions—three more than planned—to address</p>
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	

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	<p>NASA’s EEO barriers as identified in the Agency's Model EEO Plan. They included the following:</p> <ul style="list-style-type: none"> <li>• NASA completed an eLearning Tool on Disabilities;</li> <li>• An Agency-wide 508 Working Group continues to provide meaningful feedback to the <a href="#">Office of the Chief Information Officer</a> on Section 508-related issues such as software workarounds;</li> <li>• Agency and Center Special Emphasis Program Managers are coordinating education and awareness events and initiatives;</li> <li>• ODEO provided feedback to the Agency Incentive Awards Board on its nomination process for Agency Honor Awards;</li> <li>• NASA's OHCM is implementing the Pathways Program, which is enhancing the Agency's recruitment strategies to reach a more broadly diverse talent pool;</li> <li>• ODEO and OHCM are also working on improvements to the Senior Executive Service (SES) and non-SES supervisory performance appraisal systems, particularly to include meaningful employment opportunity (EO) and diversity standards, and new language and weighting of the standards have been agreed upon;</li> <li>• ODEO and Center EO Offices continue to disseminate EO and diversity information, including displays, posters, newsletters, e-brochures, and other material to inform and educate the NASA workforce on EO matters;</li> <li>• Centers used student interns (two students per Center) with disabilities as part of Project ACCESS;</li> <li>• Centers continued to monitor and improve the accessibility of facilities for individuals with disabilities;</li> <li>• ODEO continued its EO Functional Review Program to ensure compliance of NASA Centers with EO laws and regulations; and</li> <li>• All NASA employees received an email encouraging them to update their race/ethnicity and disability status via Employee Express.</li> </ul>
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Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	Advance a workplace environment that affords Equal Employment Opportunities (EEO) to all employees and takes proactive diversity and inclusion efforts.
<b>FY14</b>	This performance goal remains the same in FY14.
<b>Comments</b>	NASA broadened this measure to include the activities from performance goal 5.1.1.6.

Reported Annual Performance					
<b>AMO-12-7: Implement eight planned actions to address two identified potential employment barriers concerning individuals with disabilities, Asian/Pacific Islander, African American, Hispanic and female employees, based on the NASA Model Equal Employment Opportunity (EEO) Agency Plan.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency Management			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	10WF01 Green	AMO-11-7 Yellow	AMO-12-7 Green

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<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	AMO-13-2: Sustain five programs and processes designed to proactively prevent discrimination, as outlined in the Model EEO Agency Plan.
<b>FY14</b>	AMO-14-2: Access, evaluate, and report the success of the NASA Model EEO Agency Plan FY 11-13.

<b>Reported Annual Performance</b>					
<b>AMO-12-8: Implement an Agency Diversity and Inclusion (D&amp;I) Strategic Plan aligned with the Government-wide D&amp;I Strategic Plan.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency Management			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	10WF02 Green	AMO-11-8 Green	AMO-12-8 Green

<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	AMO-13-3: Implement an Agency Diversity and Inclusion (D&I) Strategic Plan aligned with the Government-wide D&I Strategic Plan.
<b>FY14</b>	AMO-14-3: Evaluate overall progress and effectiveness of the Agency Diversity and Inclusion (D&I) Strategic Implementation Plan to date, in preparation for its completion in fiscal year 2015.

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### Reported Multi-Year Performance

#### Multi-Year Performance Goal 5.1.1.6: Implement an Agency-wide Diversity and Inclusion Framework to develop a more demographically diverse workforce and a more inclusive work environment.

<b>FY11</b>	<p>Diversity and inclusion (D&amp;I) are integral to NASA's mission success. NASA strives for an organizational culture and work environment with varying perspectives, education levels, skills, life experiences, and backgrounds in order to achieve excellence and realize individual and organizational potential. ODEO's D&amp;I <a href="#">Strategic Framework</a> and <a href="#">Strategic Implementation Plan</a> provide a blueprint for fully leveraging diversity over the course of the next five years and beyond. As such, they offer innovative Agency guidelines and strategies designed to enhance the inclusiveness of NASA's work environments and to broaden the reach of NASA's education, recruitment, and small business efforts. The support and participation of everyone at NASA, including executive leadership, managers, supervisors, and employees, are critical components of successful implementation.</p> <p>Throughout FY 2012, NASA's implementation of its Agency D&amp;I Plan continued to gain momentum. OPM approved the plan, recognizing it as comprehensive and NASA's leadership commitment to it as strong. OPM stated that, as a Federal agency, NASA is "well ahead of the curve" with its diversity planning. OPM also cited NASA for having a fully realized presence for D&amp;I in the Agency's Strategic Plan and for the D&amp;I Strategic Framework, specifically because the Strategic Framework is "inclusive of the full spectrum of senior leadership positions to better ensure diverse inputs into D&amp;I decision-making and fully shared accountability, as well as to create sustainability through an institutionalized D&amp;I structure."</p> <p>Plan implementation is currently focused on Agency-wide D&amp;I communications and Center technical assistance. ODEO formed a senior-level D&amp;I Communications Team to develop a comprehensive D&amp;I Communications Plan for the Agency. The plan will inform and educate the workforce on D&amp;I through consistent messaging and utilization of both traditional and nontraditional media. In addition, ODEO is spearheading a round of Center D&amp;I technical assistance visits to assist Centers in standing up their own D&amp;I initiatives. ODEO conducted visits at Stennis Space Center and Dryden Flight Research Facility during the fourth quarter of FY 2012.</p> <p>ODEO also is moving forward with other strategic D&amp;I efforts, such as developing guidance on using employee resource groups to enhance D&amp;I efforts at the local level, conducting Center briefings for the Agency's lesbian, gay, bisexual, and transgender communities on new NASA procedures for addressing sexual orientation discrimination complaints, and implementing the Pathways Program to broaden the diversity of the NASA pipeline and new hires.</p>
<b>FY12</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	No performance goal in FY13
<b>FY14</b>	No performance goal in FY14
<b>Comments</b>	NASA has completed this performance goal. In FY 2013, NASA has realigned the follow-on APGs to performance goal 5.1.1.5.

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### Reported Multi-Year Performance

#### Multi-Year Performance Goal 5.1.2.1: Assure that student participants in NASA higher education projects are representative of the diversity of the Nation.

<b>FY11</b>	<p>NASA <a href="#">Education</a> has consistently set aggressive diversity targets for student participation in its higher education projects for the underrepresented and underserved communities in STEM education. While the goal of 40 percent participation of underserved and underrepresented (in race and/or ethnicity) and 45 percent participation of women in NASA higher education projects are above the national averages earning degrees in STEM, NASA Education has and will continue to strive for success by setting ambitious targets. This year NASA did not meet its targets. In the coming years, Education will challenge itself even more by augmenting its tracking of this measure to include adding aggressive targets for participants with veteran status and disabilities. Additionally, targets may be tailored to the various programs to hold greater accountability on their managers. Education’s methodology is that, to improve annually and support this national need and Agency goal, it must set ambitious targets in hopes that when the national averages meet the diversity of the Nation, NASA would have been a leader in that effort and on par with the diversity levels of the Nation reflected in the Agency’s higher education participant community and workforce.</p> <p>The Office of Education took a closer look at its methodology for calculating participation by underserved and underrepresented communities and women. The resulting insights led to improved targets for FY 2013 and beyond. A full discussion of this review and next steps can be found in the performance improvement plan for Annual Performance Goals ED-12-1 and ED-12-2.</p>
<b>FY12</b>	

<b>Update to Multi-Year Performance Goal</b>	
<b>FY13 Update</b>	Assure that students participating in NASA higher education projects are representative of the diversity of the Nation, based on student enrollment data maintained by the U.S. Department of Education's National Center for Education Statistics.
<b>FY14</b>	This performance goal remains the same in FY14.

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<b>Reported Annual Performance</b>					
<b>ED-12-1: Achieve 40 percent participation of underserved and underrepresented (in race and/or ethnicity) in NASA higher education projects.</b>					
<b>Contributing Theme:</b>		Education			
<b>Contributing Program(s):</b>		STEM Education and Accountability			
FY07	FY08	FY09	FY10	FY11	FY12
<b>7ED2 Green</b>	<b>8ED03 Green</b>	<b>9ED3 Red</b>	<b>10ED03 Yellow</b>	<b>ED-11-1 Yellow</b>	<b>ED-12-1 Red</b>
<b>Why this APG was not achieved:</b> Out of the 15,585 participants in NASA higher education programs who reported their race and ethnicity, 24 percent reported being a member of an underserved or underrepresented race or ethnic group. NASA removed from the calculation the participants who did not report race or ethnicity. In an effort to better understand the percentage of all participants who may be from underserved or underrepresented populations, NASA also calculated the percentage of self-reported out of the total participants. Under this latter methodology, the participation is reduced to 21 percent. NASA estimates the actual percentage of underserved and underrepresented participants to be between these two figures. Additionally, NASA took a more holistic look across the Agency, where activities in the mission organizations may be encouraging participation, and factored this data. This reduced the overall percentage by one percent.					
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	ED-13-1: Provide significant, direct student awards in higher education to (1) racially or ethnically underrepresented students, (2) women, and (3) persons with disabilities at percentages that meet or exceed the national STEM enrollment percentages for these populations, as determined by the most recent publicly available data from the U.S. Department of Education's National Center for Education Statistics for a minimum of two of the three categories.				
<b>FY14</b>	ED-14-1: Provide significant, direct student awards in higher education to (1) racially or ethnically underrepresented students, (2) women, and (3) persons with disabilities at percentages that meet or exceed the national STEM enrollment percentages for these populations, as determined by the most recent publicly available data from the U.S. Department of Education's National Center for Education Statistics for a minimum of two of the three categories.				

<b>Reported Annual Performance</b>					
<b>ED-12-2: Achieve 45 percent participation of women in NASA higher education projects.</b>					
<b>Contributing Theme:</b>		Education			
<b>Contributing Program(s):</b>		STEM Education and Accountability			
FY07	FY08	FY09	FY10	FY11	FY12
<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>ED-11-2 Yellow</b>	<b>ED-12-2 Yellow</b>
<b>Why this APG was not achieved:</b> Of the 17,454 participants in NASA higher education programs who reported their gender, 35 percent reported being female. NASA removed from the calculation the participants who did not report gender. In an effort to better understand the percentage of all participants who may be women, NASA also calculated the percentage of self-reported women out of the total participants. Under this latter methodology, the participation is reduced to 21 percent. NASA estimates the actual percentage of woman participants to be between these two figures. Additionally, NASA took a more holistic look across the Agency, where activities in the mission organizations may be encouraging participation, and factored this data. This made no appreciable difference to the overall percentage.					



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<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	No annual performance goal in FY13.
<b>FY14</b>	No annual performance goal in FY14.

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### OUTCOME 5.2: ENSURE VITAL ASSETS ARE READY, AVAILABLE, AND APPROPRIATELY SIZED TO CONDUCT NASA'S MISSIONS.

NASA’s assets are critical to mission success. NASA plans for, operates, and sustains the infrastructure that provides the programs and projects with the facilities, capabilities, tools, and services they require. Toward this end, NASA performs periodic Agency-level integrated assessments of the supply of technical capabilities across all Centers and integrated analyses of the demand for these capabilities across all programs. This provides NASA with core information needed to balance institutional supply with program and project demand, ensuring that capabilities are affordable and aligned with long-term strategic goals.

Several offices contribute to the achievement of this outcome. The [Office of Safety and Mission Assurance \(OSMA\)](#) and the [Office of the Chief Health and Medical Officer \(OCHMO\)](#) assure the safety and enhance the success of all NASA activities through the development, implementation, and oversight of Agency-wide safety, reliability, maintainability, and quality assurance policies and procedures. The [Office of the Chief Information Officer \(OCIO\)](#) delivers reliable, innovative, and secure information technology (IT) services critical to all aspects of the Agency’s operations. The [Office of Strategic Infrastructure](#) ensures that facilities and assets are appropriate and available to meet mission needs. This includes identifying assets and facilities that NASA no longer needs, maintaining and upgrading those in use, building or acquiring as needed, transitioning assets and facilities to new programs, and planning strategically for future needs.

#### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.1.1: Through 2015, assure the safety of NASA's activities and reduce damage to assets through the development, implementation, and oversight of Agency-wide safety, reliability, maintainability, and quality assurance policies and procedures.**

<b>FY11</b>	OSMA and OCHMO achieved all their goals in FY 2012, keeping them on track to ultimately achieve this performance goal. NASA maintained employee health and safety and, for the second year in a row, achieved total case rate and lost time case rate (based on work-related illness and injury claims submitted to Office of Workers Compensation Programs) far lower than the Federal average. Additionally, all of NASA’s FY 2012 launches were successful. Safety reviews conducted during mission development help assure that missions are ready for safe launch.
<b>FY12</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	Through 2015, assure the safety and health of NASA’s activities and reduce damage to assets through the development, implementation, and oversight of Agency-wide safety, reliability, maintainability, quality assurance and health and medical policies and procedures.
<b>FY14</b>	This performance goal remains the same in FY14.

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<b>Reported Annual Performance</b>					
<b>AMO-12-9: Assure zero fatalities or permanent disabling injuries to the public resulting from NASA activities during FY 2012.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Safety and Mission Success			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	10SMS01 Green	AMO-11-9 Green	AMO-12-9 Green
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	AMO-13-4: Assure zero fatalities or permanent disabling injuries to the public resulting from NASA activities during FY 2013.				
<b>FY14</b>	AMO-14-4: Assure zero fatalities or permanent disabling injuries to the public resulting from NASA activities during FY 2014.				

<b>Reported Annual Performance</b>					
<b>AMO-12-10: Maintain a Total Case Rate and Lost Time Case Rate that meets the goals of the President's Protecting Our Workers and Ensuring Reemployment (POWER) initiative.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Safety and Mission Success			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	None	AMO-11-10 Red	AMO-12-10 Green
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	AMO-13-5: Maintain a Total Case Rate and Lost Time Case Rate that meets the goals of the President's Protecting Our Workers and Ensuring Reemployment (POWER) initiative.				
<b>FY14</b>	AMO-14-5: For 2014, maintain a Total Case Rate and Lost Time Case Rate that meets the goals of the President's Protecting Our Workers and Ensuring Reemployment (POWER) initiative.				

<b>Reported Annual Performance</b>					
<b>AMO-12-11: Reduce damage to NASA assets (excluding launched flight hardware) by two percent during FY 2012, based on a five-year running average (that also excludes launched flight hardware).</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Safety and Mission Success			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	None	AMO-11-11 Red	AMO-12-11 Green

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Planned Annual Performance	
<b>FY13 Update</b>	AMO-13-6: Reduce damage to NASA assets (excluding launched flight hardware) by two percent during FY 2013, based on a five-year running average (that also excludes launched flight hardware).
<b>FY14</b>	AMO-14-6: Reduce damage to NASA assets (excluding launched flight hardware) by two percent (using a five-year running average) during FY 2014, based on a two percent annual reduction from the FY 2010 baseline calculated using a five-year running average (that also excludes launched flight hardware).

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.2.1: By 2014, consolidate and centralize the management of information technology (IT) enterprise services for end user services, communications, and enterprise applications.**

<b>FY11</b>	FY 2013 will see full implementation of all of NASA's <a href="#">IT Infrastructure Integration Program (I3P)</a> services offices. The remaining initiative, Web Services, is fully funded and NASA will award the WESTPRIME contract in early 2013. The WESTPRIME contract will provide Infrastructure as a Service, Platform as a Service, and Software as a Service for both the internal and external NASA Web environment, including: <ul style="list-style-type: none"> <li>• Provide Web services that meet the needs of NASA's diverse Web community;</li> <li>• Improve the current system, provide a technology refresh, and apply industry best practices;</li> <li>• Improve agility in adoption of tools and implementation of services; and</li> <li>• Provide diversity of options for users while managing cost and scope.</li> </ul>
<b>FY12</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	By 2014, consolidate and centralize the management of information technology (IT) enterprise services for end user services, communications, and enterprise applications.
<b>FY14</b>	No performance goal in FY14.
<b>Comments</b>	NASA currently is assessing its IT measurement strategy and plans to revise its performance goals during the development of the 2014 Strategic Plan. In preparation, NASA is retiring this performance goal. When the assessment is completed, NASA will provide revised metrics for FY 2014.

Reported Annual Performance						
<b>AMO-12-12: Achieve full operational capability (FOC) for three service offices as part of the NASA Information Technology Infrastructure Integration Program (I3P).</b>						
<b>Contributing Theme:</b>		Agency Management and Operations				
<b>Contributing Program(s):</b>		Agency IT Services (AITS)				
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	
None	None	None	10IT02 Green	AMO-11-12 Yellow	AMO-12-12 Green	
Planned Annual Performance						
<b>FY13 Update</b>	AMO-13-7: Achieve full operational capability (FOC) on the remaining service office that is part of the NASA Information Technology Infrastructure Integration Program (I3P).					
<b>FY14</b>	No annual performance goal in FY14.					

## PERFORMANCE REPORTING AND PLANNING

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.2.2: By 2015, implement a capability to identify and prevent unauthorized intrusions on the NASA institutional and mission networks.**

<b>FY11</b>	During the fourth quarter of FY 2012, the Security Operations Center (SOC), located at the Ames Research Center, procured all equipment necessary to implement intrusion detection sensors, monitored by SOC, on 75 percent of NASA institutional network monitoring sights. SOC will install the equipment and bring it into operation before the end of the first quarter of FY 2013. This activity supports part of the Agency Cyber Security Strategic Plan for fiscal years 2012 through 2016.
<b>FY12</b>	
<b>FY13</b>	
<b>FY14</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	No performance goal in FY13.
<b>FY14</b>	No performance goal in FY14.
<b>Comments</b>	NASA currently is assessing its IT measurement strategy and plans to revise its performance goals during the development of the 2014 Strategic Plan. In preparation, NASA is retiring this performance goal. When the assessment is completed, NASA will provide revised metrics for FY 2014.

Reported Annual Performance						
<b>AMO-12-13: Implement intrusion detection sensors monitored by the NASA Security Operations Center (SOC) on 75 percent of NASA institutional network monitoring sites.</b>						
<b>Contributing Theme:</b>		Agency Management and Operations				
<b>Contributing Program(s):</b>		Agency IT Services (AITS)				
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	
None	None	None	<b>10IT06 Red</b>	<b>AMO-11-13 Green</b>	<b>AMO-12-13 Green</b>	
Planned Annual Performance						
<b>FY13 Update</b>		No annual performance goal in FY13.				
<b>FY14</b>		No annual performance goal in FY14.				

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.2.3: By 2014, decommission the Agency Administrative mainframe computer.**

<b>FY11</b>	OCIO completed decommissioning the mainframe computer on January 1, 2012.
<b>FY12</b>	
<b>FY13</b>	
<b>FY14</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	No performance goal in FY13.
<b>FY14</b>	No performance goal in FY14.

## PERFORMANCE REPORTING AND PLANNING

<b>Comments</b>	OCIO has completed the work within this performance goal and, therefore, NASA is retiring this performance goal.
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<b>Reported Annual Performance</b>					
<b>AMO-12-14: Migrate or retire all administrative systems from the Agency Administrative mainframe computer.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency IT Services (AITS)			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	None	AMO-11-14 Green	AMO-12-14 Green
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	No annual performance goal in FY13.				
<b>FY14</b>	No annual performance goal in FY14.				

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.2.4: By 2015, reduce data center energy consumption by 30 percent.**

<b>FY11</b>	NASA continued to meter all of the Agency's data centers to allow measurement of energy consumption and the subsequent effects of any improvements. NASA's models estimate that a reduction of approximately three percent has been realized to date, based on the closure of data centers. Congruent with data center closures, other activities were planned to contribute to energy savings: facility upgrades and improvement; replacement of old inefficient mechanical and IT equipment; and virtualizing underutilized IT infrastructure. Based on current plans, in the fiscally constrained environment, these latter activities will not be completed in a timeframe to achieve the targeted energy reduction.
<b>Green</b>	
<b>FY12</b>	
<b>Yellow</b>	

<b>Update to Multi-Year Performance Goal</b>	
<b>FY13 Update</b>	This performance goal remains the same in FY13.
<b>FY14</b>	This performance goal remains the same in FY14.
<b>Comments</b>	NASA currently is assessing its IT measurement strategy and plans to revise its performance goals during the development of the 2014 Strategic Plan. In preparation, NASA is retiring this performance goal. When the assessment is completed, NASA will provide revised metrics for FY 2014.

<b>Reported Annual Performance</b>					
<b>AMO-12-15: Reduce the number of NASA data centers by 10 percent.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency IT Services (AITS)			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	None	AMO-11-15 Green	AMO-12-15 Green

## PERFORMANCE REPORTING AND PLANNING

Planned Annual Performance	
<b>FY13 Update</b>	AMO-13-8: Implement power metering in 100 percent of NASA data centers.
<b>FY14</b>	AMO-14-7: Maintain schedule of data center consolidations contained in NASA Federal Data Center Consolidation Plan.

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.2.5: Promote knowledge sharing and collaboration by effectively communicating IT Labs initiatives, projects and resources for information technology (IT) across NASA in support of the Agency's Mission.**

<b>FY11</b>	IT Labs held its first annual Project Call in May 2012. Working with the OCIO Communication Office, the Technology and Innovation Program solicited project proposals from across the Agency. Thirty-six proposals were submitted Agency-wide and assessed by a diverse group of reviewers, including the Center Chief Technology Officers–ITs, OCIO Service Executives, and Mission Partners. Based on reviewer feedback and an overall assessment of the IT Labs portfolio, the program selected 16 research projects for funding. The program presented the close out briefing to the Baseline Performance Review on September 20, 2012, and on November 28, 2012, the program was selected as the Federal IT Program of the Year at the first annual <a href="#">FedScoop 50 Awards</a> . This performance goal is now completed.
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	No performance goal in FY13.
<b>FY14</b>	No performance goal in FY14.
<b>Comments</b>	NASA currently is assessing its IT measurement strategy and plans to revise its performance goals during the development of the 2014 Strategic Plan. In preparation, NASA is retiring this performance goal. When the assessment is completed, NASA will provide revised metrics for FY 2014.

Reported Annual Performance					
<b>AMO-12-16: Identify innovative information technologies and create active participation opportunities for NASA scientists and engineers to collaborate on missions.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency IT Services (AITS)			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	None	<b>AMO-11-16 Green</b>	<b>AMO-12-16 Green</b>
Planned Annual Performance					
<b>FY13 Update</b>	No annual performance goal in FY13.				
<b>FY14</b>	No annual performance goal in FY14.				

## PERFORMANCE REPORTING AND PLANNING

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.2.3.1: Consolidate functions and offices to reduce real property need, and use Agency Integrated Master Plan to identify and dispose of excess and aged facilities beyond useful life.**

<b>FY11</b>	<p>In FY 2012, NASA was on track to achieve this performance goal and completed both annual performance goals. The <a href="#">Office of Strategic Infrastructure</a> will continue to work with the institution and the mission directorates to identify opportunities to reduce real property and dispose of excess and aged facilities.</p> <p>NASA began demolition activities for five facilities that are inactive or obsolete and no longer required for NASA’s Mission. This is part of the Agency’s effort to reduce operating costs and eliminate inactive and obsolete facilities. Abandoned facilities pose a potential safety and environmental liability. These abandoned facilities must be maintained at minimal levels to prevent increased safety and environmental hazards, imposing a drain on limited maintenance dollars. By demolishing these abandoned facilities, the Agency avoids non-productive operating costs associated with the maintenance.</p> <p>NASA identifies potential facilities for the demolition program through periodic studies to determine if a facility is required for current or future missions. NASA includes facilities that are no longer needed in a five-year demolition plan that sets project schedules based on last need, annual costs avoided, potential liability, and project execution factors. NASA sometimes adjusts individual project schedules in response to factors such as consultation with states on historic properties, changes in operational schedules, environmental remediation, funding profiles, local market forces, and cost of recycled materials.</p>
<b>None</b>	
<b>FY12</b>	
<b>Green</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	Between 2012 and 2016, eliminate obsolete and unneeded facilities and support the elimination of facilities that will not be needed after Space Shuttle retirement.
<b>FY14</b>	This performance goal remains the same in FY14.

Reported Annual Performance						
AMO-12-17: Finalize remaining Center Master Plans into the Agency Integrated Master Plan.						
<b>Contributing Theme:</b>		Agency Management and Operations				
<b>Contributing Program(s):</b>		Agency Management				
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	
None	None	None	<b>10FAC01 Green</b>	<b>AMO-11-17 Green</b>	<b>AMO-12-17 Green</b>	
Planned Annual Performance						
<b>FY13 Update</b>	No annual performance goal in FY13.					
<b>FY14</b>	No annual performance goal in FY14.					



## PERFORMANCE REPORTING AND PLANNING

<b>Reported Annual Performance</b>					
<b>COF-12-1: Initiate facilities demolition process for five significant Agency facilities in addition to demolition processes initiated in FY 2011.</b>					
<b>Contributing Theme:</b>		Construction of Facilities			
<b>Contributing Program(s):</b>		Institutional CoF			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	None	<b>COF-11-1 Green</b>	<b>COF-12-1 Green</b>
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	COF-13-1: Initiate the demolition or disposal of five facilities or structures during 2013 to reduce the Agency's footprint.				
<b>FY14</b>	COF-14-1: Initiate the demolition or disposal of five facilities or structures during 2014 to reduce the Agency's footprint.				

### Reported Multi-Year Performance

**No Multi-Year Performance Goal in FY12 or trended performance.**

<b>Update to Multi-Year Performance Goal</b>	
<b>FY13</b>	5.2.4.1: Achieve savings for the Agency through acquisition reforms.
<b>FY14</b>	This performance goal remains the same in FY14.

<b>Reported Annual Performance</b>	
<b>No annual performance goal in FY12 or trended performance.</b>	
<b>Contributing Theme:</b>	Agency Management and Operations
<b>Contributing Program(s):</b>	Agency Management
<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	AMO-13-9: Achieve savings in contract costs of \$10 million in FY 2013, using FY 2012 as the baseline from which to measure savings.
<b>FY14</b>	AMO-14-8: Achieve savings in contract costs of \$10 million in FY 2014, using FY 2012 as the baseline from which to measure savings.

## PERFORMANCE REPORTING AND PLANNING

### OUTCOME 5.3: ENSURE THE AVAILABILITY TO THE NATION OF NASA-OWNED STRATEGICALLY IMPORTANT TEST CAPABILITIES.

NASA is responsible for stewardship of space and aeronautical laboratory systems, facilities, core competencies, and engineering and research capabilities. The [Rocket Propulsion Test \(RPT\) Program](#) within the [Human Exploration and Operations \(HEO\) Mission Directorate](#), the [Aeronautics Test Program \(ATP\)](#) within the [Aeronautics Research Mission Directorate](#), and the [Strategic Capabilities Assets Program \(SCAP\)](#) within the [Office of Strategic Infrastructure](#) ensure that these assets and capabilities are available to serve current and future needs of the Agency and the Nation. Assets and facilities managed and maintained by these programs—many of which are unique within the United States—are available to other government agencies and the commercial sector for developing and testing their technologies.

RPT optimizes use of NASA’s rocket propulsion test assets for efficiency and cost effectiveness and ensures that a minimum core capability for all aspects of rocket propulsion testing is maintained. These capabilities are critical to ensuring the Nation’s access to space by: providing engine, component, systems and anomaly testing; encouraging the pursuit of partnerships with the emerging commercial space sector; supporting Agency programs relative to the utilization of RPT resources; and investing in test technology and maintenance strategies.

ATP corporately manages and ensures the strategic availability of a minimum, critical suite of aeronautical test facilities (like wind tunnels), support aircraft, laboratories, and the western aeronautical test range, necessary to meet the long-term aeronautical test requirements for the Nation.

SCAP identifies, prioritizes, and manages Agency key assets and capabilities that are essential to the future needs of NASA and/or the Nation, including some capabilities that lack an adequate business base. This function ensures that key assets and capabilities, as elements of NASA’s physical and intellectual infrastructure, are available to perform NASA’s Mission. They perform an Agency crosscutting function that encompasses assets and capabilities that may be used across multiple mission directorates and program areas.

#### Reported Multi-Year Performance

##### Multi-Year Performance Goal 5.3.1.1: Develop and execute the Rocket Propulsion Test (RPT) Master Plan.

FY11	NASA approved the RPT Master Plan on July 11, 2011, and has followed it since that time. The <a href="#">RPT Program</a> added over 10 new test requirements that will maintain activity in almost all primary as well as two secondary facilities. Progress toward mothball configurations in five test facilities (three at White Sands, two at MSFC) continued as planned. Should requirements of other NASA programs, including SLS, COTS, and CCDeV change, management processes currently in place will allow these facilities to be brought out of mothball status to meet these needs.
Green	
FY12	
Green	

Update to Multi-Year Performance Goal	
FY13 Update	Review the current state of the NASA test capabilities, known test requirements and test requests, and revise the Master Plan as needed.
FY14	This performance goal remains the same in FY14.

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Reported Annual Performance					
SFS-12-1: Meet Rocket Propulsion Test (RPT) Master Plan requirements for year one.					
Contributing Theme:		Space and Flight Support			
Contributing Program(s):		Rocket Propulsion Test			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	9SFS3 Yellow	10SFS09 Yellow	SFS-11-1 Green	SFS-12-1 Green
Planned Annual Performance					
FY13 Update	SFS-13-1: Incorporate test capability modifications and known test requirements in the yearly Rocket Propulsion Test (RPT) Master Plan update.				
FY14	SFS-14-1: Sustain 90 percent availability of Test Facilities to support NASA Test Requirements.				

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.3.2.1: Ensure that testing capabilities are available in order to support the research, development, test and engineering milestones of NASA and Department of Defense (DoD) programs.**

<b>FY11</b>	NASA annually evaluates, in coordination with DoD, the status of its assets to ensure that tactical maintenance and repair and strategic technology development and capability investment decisions have been considered from a national point-of-view relative to long-term requirements and risks. In doing so, the program ensures the availability of a critical suite of aeronautical test facilities that are capable of supporting the research, development, test, and evaluation goals and objectives for NASA and the Nation. Facility condition assessments were completed in FY 2012, which provided data to inform strategic investment decisions and to identify and address critical maintenance issues. NASA will continue to mitigate operational risks through periodic condition assessments and sound tactical and strategic investments to ensure a portfolio that is ready for those who need to test and validate.
<b>Green</b>	
<b>FY12</b>	NASA successfully executed more than 10,000 hours of ground testing and approximately 800 hours of flight testing for NASA and the Nation, achieving high overall customer satisfaction ratings and excellent facility availability and performance. Ground test examples include operations in the Glenn Research Center’s (GRC’s) 9x15-foot Low Speed Wind Tunnel for low speed aerodynamic, aeromechanical, and aeroacoustic testing of a series of second generation, counter-rotating (open rotor) blade sets to determine the efficiency and noise characteristics for advanced ultra-high bypass engine applications. Flight test examples include a project titled Waveform and Sonic Boom Perception and Response (WSPR) at Dryden Flight Research Center (DFRC), which involved gathering “first ever” qualitative data from supersonic flights of sonic boom impact and acceptability from a select group of more than 100 volunteer Edwards Air Force Base residents.
<b>Green</b>	
	NASA also continued to address critical shortfalls identified in the 2012 National Aeronautics Research, Development, Test, and Evaluation Infrastructure Plan through efforts directed towards engine icing research at the Propulsion Simulation Laboratory at GRC and acoustic measurement at the 14x22-foot Tunnel at Langley Research Center. Investments in test technology included advanced facility electronic systems required to

## PERFORMANCE REPORTING AND PLANNING

	<p>meet modern research testing requirements and targeted investments in wind tunnel force measurement systems.</p> <p>In addition, NASA completed a project to modify an existing G-III subsonic research aircraft testbed at DFRC, which will result in new experimental test capability to assess emerging flight technologies. One of the first intended uses of the aircraft is to enable NASA to explore and mature alternative unconventional aircraft designs with the potential to simultaneously meet research goals for community noise, fuel burn, and nitrogen oxides emissions.</p> <p>For more information about NASA's Aeronautics Test Program, go to <a href="http://www.aeronautics.nasa.gov/atp/index.html">http://www.aeronautics.nasa.gov/atp/index.html</a>.</p>
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<b>Update to Multi-Year Performance Goal</b>	
<b>FY13 Update</b>	This performance goal remains the same in FY13.
<b>FY14</b>	This performance goal remains the same in FY14.

<b>Reported Annual Performance</b>					
<b>AR-12-14: Achieve ratings greater than 86 percent for overall quality and timeliness of Aeronautics Test Program (ATP) facility operations.</b>					
<b>Contributing Theme:</b>		Aeronautics			
<b>Contributing Program(s):</b>		Aeronautics Test			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
<b>7AT7 Green</b>	<b>8AT16 Yellow</b>	<b>None</b>	<b>10AT11</b>	<b>AR-11-11</b>	<b>AR-12-14 Green</b>
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	No annual performance goal in FY13.				
<b>FY14</b>	No annual performance goal in FY14.				
<b>Comments</b>	ATP is replacing its APGs that reflect day-to-day operational performance with strategically focused goals.				

<b>Reported Annual Performance</b>	
<b>No annual performance goal in FY12 or trended performance.</b>	
<b>Contributing Theme:</b>	Aeronautics
<b>Contributing Program(s):</b>	Aeronautics Test
<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	AR-13-8: Provide a new engine icing test capability to address the high-altitude engine icing problem encountered by commercial aircraft.
<b>FY14</b>	AR-14-9: Execute data acquisition and control systems upgrades for the Glenn Research Center 10'x10' Supersonic Wind Tunnel.
<b>FY14</b>	AR-14-10: Execute data measurement techniques and flow quality improvements at the Langley Research Center National Transonic Facility

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<b>Reported Annual Performance</b>	
<b>No annual performance goal in FY12 or trended performance.</b>	
<b>Contributing Theme:</b>	Aeronautics
<b>Contributing Program(s):</b>	Aeronautics Test
<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	AR-13-9: Perform a condition assessment of the ground support facilities, systems, and equipment within the Flight Test Project portfolio.
<b>FY14</b>	

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### OUTCOME 5.4: IMPLEMENT AND PROVIDE SPACE COMMUNICATIONS AND LAUNCH CAPABILITIES RESPONSIVE TO EXISTING AND FUTURE SCIENCE AND SPACE EXPLORATION MISSIONS.

Both human and robotic space exploration require an efficient and reliable infrastructure of assets, facilities, and services to keep operations running smoothly. These include access to launch vehicles, launch and range complexes, and a communication network to receive and transmit data.

The [Launch Services Program \(LSP\)](#) is responsible for understanding the full range of civil space launch needs. They work closely with other government agencies and the launch industry to make available the safest, most reliable, on-time, and cost-effective commercial launch opportunities over a wide range of launch systems. LSP personnel work with customers from universities, industry, government agencies, and international organizations from the earliest phase of mission planning to purchase of fixed-price launch services from domestic suppliers. LSP personnel also seek opportunities to share unused payload capacity aboard non-NASA launches to leverage launch funds. Most importantly, they provide oversight to help NASA's valuable, one-of-a-kind missions achieve their space flight objectives.

The [Human Exploration and Operations Mission Directorate \(HEOMD\)](#) and the Kennedy Space Center have been working to prepare the Center for future government and commercial space exploration by transitioning, refurbishing, and upgrading facilities. This includes launch pads and the launch control center.

[Space Communications and Navigation \(SCaN\)](#) coordinates multiple space communications networks, as well as network support functions to regulate, maintain, and expand NASA's space communications and navigation capabilities in support of all NASA's space missions. These networks include satellites that relay data from mission spacecraft to the ground and ground assets and facilities. SCaN reviews national and international data standards with the aim to keep systems compatible and reviews the Agency's technology needs to keep the systems efficient, reliable, and cost-effective. They also are developing a communication and navigation architecture to serve NASA's needs through 2030.

#### Reported Multi-Year Performance

##### Multi-Year Performance Goal 5.4.1.1: Complete Launch Services Program (LSP) objectives for all NASA-managed expendable launches.

FY11	In FY 2012, NASA's Launch Services Program sustained a 100 percent success rate with the launch of four NASA-managed launches, including the <a href="#">Suomi National Polar-orbiting Partnership (NPP)</a> aboard a Delta II from Vandenberg Air Force Base, California, on October 28, 2011, the <a href="#">Mars Science Laboratory (MSL)</a> on November 26 aboard an Atlas V from Cape Canaveral, Florida, the <a href="#">Nuclear Spectroscopic Telescope Array (NuSTAR)</a> aboard a Pegasus XL rocket from Kwajalien Atoll on June 13, 2012, and the <a href="#">Van Allen Probes</a> aboard an Atlas V-401 rocket from Cape Canaveral Air Force Station, Florida, on August 30.
Green	
FY12	
Green	

Update to Multi-Year Performance Goal	
FY13 Update	This performance goal remains the same in FY13.
FY14	This performance goal remains the same in FY14.

## PERFORMANCE REPORTING AND PLANNING

Reported Annual Performance					
<b>SFS-12-2: Sustain 100 percent success rate with the successful launch of NASA-managed expendable launches as identified on the Launch Services Flight Planning Board manifest.</b>					
<b>Contributing Theme:</b>		Space and Flight Support			
<b>Contributing Program(s):</b>		Launch Services			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	10SFS11 Green	SFS-11-2 Yellow	SFS-12-2 Green
Planned Annual Performance					
<b>FY13 Update</b>	SFS-13-2: Sustain a 100 percent success rate with the successful launch of NASA managed expendable launches as identified on the Launch Services Flight Planning Board manifest.				
<b>FY14</b>	SFS-14-2: Sustain a 100 percent success rate with the successful launch of NASA managed expendable launches as identified on the Launch Services Flight Planning Board manifest.				

Reported Annual Performance	
<b>No annual performance goal in FY12 or trended performance.</b>	
<b>Contributing Theme:</b>	Space and Flight Support
<b>Contributing Program(s):</b>	Launch Services
Planned Annual Performance	
<b>FY13 Update</b>	No annual performance goal in FY13.
<b>FY14</b>	SFS-14-3: Complete acquisitions on-time for NASA-managed expendable launches.

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.4.1.2: Continue utilizing existing contract mechanisms and agreements with emerging launch vehicle providers to gain information for future Launch Service orders and to provide technical exchanges to enhance early launch success.**

<b>FY11</b>	NASA released a Request for Launch Services Proposal for the <a href="#">Jason-3 Earth science mission</a> on the NASA Launch Services (NLS) II contract on March 21, 2012. Following the receipt and evaluation of all proposals, on July 16, 2012, NASA awarded the launch service for the Jason-3 mission to an emerging provider, SpaceX and their Falcon 9v1.0 launch vehicle. Jason-3 requires a Category 2 (medium risk) launch service, and the certification strategy was briefed to the Flight Planning Board on July 24, 2012. Meetings at all levels between NASA and SpaceX have ramped up to address the challenges of certifying a new launch vehicle for NASA's Jason-3.
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	No performance goal in FY13.
<b>FY14</b>	No performance goal in FY14.

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<b>Reported Annual Performance</b>					
<b>SFS-12-3: Incorporate information sharing processes into policies addressing new entrant launch vehicle certification activities and future space transportation service contracts.</b>					
<b>Contributing Theme:</b>		Space and Flight Support			
<b>Contributing Program(s):</b>		Launch Services			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	10SFS10 Green	SFS-11-3 Green	SFS-12-3 Green
<b>Planned Annual Performance</b>					
<b>FY13 Update</b>	No annual performance goal in FY13.				
<b>FY14</b>	No annual performance goal in FY14.				
<b>Comments</b>	The original description for SFS-12-3 was: "Incorporate information sharing processes into programmatic policies and incorporate into crew demonstration activities and future crew transportation service contract." NASA updated the measure to reflect that the reference to crew space transportation partner information sharing, which would include other U.S. Government agencies, was incorrect, since none beyond NASA have crewed space flight. NASA's Launch Services Program partnership with the Department of Defense for space transportation is focused on launch vehicle certification of non-crewed flights, to the benefit of both organizations. NASA rated the measure after making the correction.				

### Reported Multi-Year Performance

#### Multi-Year Performance Goal 5.4.2.1: By FY 2014, enable future government and commercial launching and testing from the Florida launch and range complex.

<b>FY11</b>	Exploration Ground Systems (EGS) and 21st Century Space Launch Complex (21st CSLC) activities are on track to provide capabilities for Orion, including the Exploration Flight Test (EFT)-1, SLS, as well as other government and commercial users. The 21st CSLC is an ongoing initiative (through 2018), with continuous improvements being made to the launch site infrastructure to meet the demands by commercial entities.
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	NASA signed and approved the program plan for EGS on June 29, 2012, and EGS held an internal SRR/SDR board on August 30, 2012. This was a critical milestone in EGS' concept design phase. The <a href="#">Ground Systems Development Operations Program</a> held its Key Decision Point-B review in the first quarter of FY 2013, allowing the program to begin formulation.

<b>Update to Multi-Year Performance Goal</b>	
<b>FY13 Update</b>	Prioritize and complete launch and range complex modernization studies and projects to sustain government and commercial capabilities at the Kennedy Space Center (KSC) and Cape Canaveral Air Force Station (CCAFS).
<b>FY14</b>	Prioritize and complete launch and range complex modernization studies and projects to sustain government and commercial capabilities at the Kennedy Space Center (KSC) and Cape Canaveral Air Force Station (CCAFS).



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Reported Annual Performance					
<b>SFS-12-4: Complete the 21st Century Space Launch Complex (21st CSLC) System Requirements Review/System Design Review.</b>					
<b>Contributing Theme:</b>		Space and Flight Support			
<b>Contributing Program(s):</b>		21st Century Space Launch Complex			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	None	SFS-11-4 Yellow	SFS-12-4 Green
Planned Annual Performance					
<b>FY13 Update</b>	SFS-13-3: Continue to establish and develop the 21st Century Space Launch Complex (21stCSLC) and implement the modifications identified during the FY 2011 initiated studies.				
<b>FY14</b>	No annual performance goal in FY14.				
<b>Comments</b>	NASA changed the language of the APG for FY 2013 to clarify the measurement to be made.				

Reported Annual Performance	
<b>No annual performance goal in FY12 or trended performance.</b>	
<b>Contributing Theme:</b>	Exploration Systems and Development
<b>Contributing Program(s):</b>	Exploration Ground Systems
Planned Annual Performance	
<b>FY13 Update</b>	ESD-13-3: Complete the transfer of required Space Shuttle Program (SSP) and Constellation Program (CxP) assets to the Exploration Ground Systems (EGS) Program for use by SLS/MPCV at the Kennedy Space Center.
<b>FY14</b>	ESD-14-3: Complete the Exploration Ground Systems Program Preliminary Design Review (PDR).

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.4.3.1: By 2014, launch two functionally identical Tracking and Data Relay Satellite (TDRS) spacecraft in geosynchronous orbits to replenish the Tracking and Data Relay Satellite System (TDRSS) constellation.**

<b>FY11</b>	Since 1983, the <a href="#">TDRS constellation</a> of satellites has played a major role in maintaining a reliable communications network for NASA with critical, non-interrupted connections to missions like ISS and the Hubble Space Telescope. NASA engineers recognize the fleet is aging and are working to replenish the fleet with two new TDRS satellites. The first spacecraft, TDRS-K, is on schedule to launch in January 2013. TDRS-K passed its Pre-Ship Review in September 2012 and awaited shipment from the contractor's satellite assembly facility to Cape Canaveral, Florida in December. The second spacecraft, TDRS-L, is manifested for launch no earlier than February 2014.
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	This performance goal remains the same in FY13.
<b>FY14</b>	This performance goal remains the same in FY14.

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Reported Annual Performance					
<b>SFS-12-5: Complete Tracking and Data Relay Satellite (TDRS) K Pre-ship Review.</b>					
<b>Contributing Theme:</b>		Space and Flight Support			
<b>Contributing Program(s):</b>		Space Communications and Navigation			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	9SFS6 Green	10SFS07 Yellow	SFS-11-5 Green	SFS-12-5 Green
Planned Annual Performance					
<b>FY13 Update</b>	SFS-13-4: Complete TDRS L Pre-Ship Review.				
<b>FY14</b>	SFS-14-4: Complete In-Orbit check-out of TDRS L spacecraft.				
<b>Comments</b>	The original APG released with the FY 2013 Performance Plan was to “[p]repare TDRS L for its Flight Readiness Review (FRR).” NASA has corrected this to completing the Pre-Ship Review, which is the milestone that ensures the spacecraft is prepared for its flight readiness review.				

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.4.3.2: By FY 2016, replace or upgrade obsolete and unsustainable systems of the TDRSS Ground Segment at the White Sands Complex (WSC).**

<b>FY11</b>	TDRSS incorporates a fleet of TDRS spacecraft connected in real time to a series of ground stations and data facilities. NASA is in the process of upgrading the ground segment to better serve the spacecraft. The <a href="#">Space Network Ground Segment Sustainment (SGSS)</a> project successfully passed its Preliminary Design Review on June 7, 2012. SGSS is responsible for redesigning the architecture and function of two ground stations at the White Sands Complex (WSC) in White Sands, NM, and a TDRSS terminal at the Guam Remote Station.
Green	
<b>FY12</b>	
Green	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	This performance goal remains the same in FY13.
<b>FY14</b>	This performance goal remains the same in FY14.

Reported Annual Performance					
<b>SFS-12-6: Complete the Space Network Ground Segment Sustainment (SGSS) Preliminary Design Review (PDR).</b>					
<b>Contributing Theme:</b>		Space and Flight Support			
<b>Contributing Program(s):</b>		Space Communications and Navigation			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	10SFS08 Yellow	SFS-11-6 Green	SFS-12-6 Green
Planned Annual Performance					
<b>FY13 Update</b>	SFS-13-5: Complete Space Network Ground Segment Sustainment (SGSS) Critical Design Review (CDR).				
<b>FY14</b>	SFS-14-5: Complete Space Network Ground Segment Sustainment (SGSS) Systems Integration Review (SIR).				

## PERFORMANCE REPORTING AND PLANNING

### Reported Multi-Year Performance

**Multi-Year Performance Goal 5.4.3.3: By FY 2018, replace aging and obsolete Deep Space Network (DSN) 70-meter antenna at Canberra Deep Space Communications Complex (CDSCC).**

<b>FY11</b>	<p>NASA has determined that to meet the on-going demand for deep space communication services, it needs a number of new Deep Space Station antennas at its three <a href="#">Deep Space Network (DSN)</a> sites. NASA's Space Communications and Navigation (SCaN) office is developing an array of four 34-meter antennas, which are easy to maintain and can provide the same or better performance as the 70-meter antennas. The DSN Aperture Enhancement Project (DAEP) passed its Preliminary Design Review in April 2012.</p> <p>The first step in the DAEP is now under construction at <a href="#">CDSCC</a> in Australia. SCaN has poured the antenna's foundation (pedestal) and has procured long-lead antenna items, with all activities completed in a timely manner. Information provided at monthly Program Management Reviews supports the delivery dates, as well as scheduled design reviews for this effort.</p>
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	This performance goal remains the same in FY13.
<b>FY14</b>	This performance goal remains the same in FY14.

Reported Annual Performance					
SFS-12-7: Complete Deep Space Station-35 (DSS-35) antenna fabrication at vendor.					
<b>Contributing Theme:</b>		Space and Flight Support			
<b>Contributing Program(s):</b>		Space Communications and Navigation			
FY07	FY08	FY09	FY10	FY11	FY12
None	None	None	None	<b>SFS-11-7 Green</b>	<b>SFS-12-7 Green</b>
Planned Annual Performance					
<b>FY13 Update</b>	SFS-13-6: Complete antenna structure for DSS-35 at the CDSCC.				
<b>FY14</b>	SFS-14-6: Complete the RF equipment installation at CDSCC to support operations.				

## PERFORMANCE REPORTING AND PLANNING

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### OUTCOME 5.5: ESTABLISH PARTNERSHIPS, INCLUDING INNOVATIVE ARRANGEMENTS, WITH COMMERCIAL, INTERNATIONAL, AND OTHER GOVERNMENT ENTITIES TO MAXIMIZE MISSION SUCCESS.

Strategic partnerships with the U.S. Government and academic, industrial, and international organizations help NASA leverage resources, increase the impact of activities, and execute missions more effectively and efficiently. NASA works cooperatively with these partners to identify common goals, develop new technologies and applications, and share technical expertise to minimize risk. The [Office of International and Interagency Relations \(OIIR\)](#) provides executive leadership and coordination for all international partnerships. OIIR serves as the principal Agency liaison with the [National Security Council](#), the [Office of Science and Technology Policy](#), the [Department of State](#), and the [Department of Defense](#). OIIR also directs NASA’s international relations, negotiates cooperative and reimbursable agreements with foreign space partners, provides management oversight and staff support of NASA’s advisory committees, commissions, and panels, and manages the NASA Export Control Program and foreign travel by NASA employees.

To achieve this outcome, NASA uses mechanisms like building public–private partnerships, hosting government capabilities on commercial spacecraft, and purchasing scientific or operational data products from commercial satellites. The ability to procure technology or services competitively when needed, rather than maintain a capability that may not be fully used, allows NASA to focus resources for institutional and program capabilities in areas of evolving strategic importance.

#### Reported Multi-Year Performance

##### Multi-Year Performance Goal 5.5.2.1: Actively engage and provide leadership in international and interagency forums.

<b>FY11</b>	<p>NASA, led by OIIR, actively engaged and provided leadership in international and interagency forums leading the U.S. delegation, which included seven U.S. Federal Agencies, to the Scientific and Technical Subcommittee sessions of the <a href="#">United Nations Committee on the Peaceful Uses of Outer Space</a>, held February 6-17, 2012, and June 6-15, 2012.</p> <p>The charter establishing the Interagency Partnership Working Group (IPWG) was approved on April 5, 2011. The IPWG, led by OIIR, conducted three meetings, on May 12, 2011, November 29, 2011, and August 9, 2012. OIIR led the effort to draft and seek Agency concurrence on the IPWG charter, which was approved by NASA Headquarters officials-in-charge for the Administrator’s Office, OIIR, the Office of Education, the Office of the Chief Technologist, the Science Mission Directorate, the Mission Support Directorate, the Office of Independent Program and Cost Evaluation, the Office of the General Counsel, the Office of the Chief Scientist, and the former Exploration Systems Mission Directorate and Space Operations Mission Directorate (which have since been merged into the Human Exploration Mission Directorate). The IPWG membership includes a senior representative from each office that concurred on the charter, as adjusted to reflect the current NASA organizational structure.</p>
<b>Green</b>	
<b>FY12</b>	
<b>Green</b>	

## PERFORMANCE REPORTING AND PLANNING

Update to Multi-Year Performance Goal	
<b>FY13 Update</b>	Continue and improve coordination of NASA's international and interagency agreement activities.
<b>FY14</b>	This performance goal remains the same in FY14.

Reported Annual Performance					
<b>AMO-12-18: Establish an internal Interagency Partnerships Working Group (IPWG) led by the Office of International and Interagency Relations (OIIR) to improve Agency-wide coordination of interagency partnerships and related interagency working groups.</b>					
<b>Contributing Theme:</b>		Agency Management and Operations			
<b>Contributing Program(s):</b>		Agency Management			
<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
None	None	None	None	AMO-11-18 Green	AMO-12-18 Green
Planned Annual Performance					
<b>FY13 Update</b>	AMO-13-10: Implement improved management of existing agreements by incorporating Office of International and Interagency Relations (OIIR)-led interagency agreements into the Agency agreements database (i.e., the Space Act Agreement Maker).				
<b>FY14</b>	AMO-14-9: Continue to play a primary role in planning and coordinating NASA and other U.S. Government agency participation in the United Nations Committee on the Peaceful Uses of Outer Space by expanding international cooperation beyond major space faring nations.				

### Reported Multi-Year Performance

No Multi-Year Performance Goal in FY12.

<b>FY11</b>
Green
<b>FY12</b>
None

Update to Multi-Year Performance Goal	
<b>FY13</b>	5.5.1.1: Working with the ISS National Laboratory management entity, expand utilization of ISS by non-NASA organizations.
<b>FY14</b>	No performance goal in FY14.

Reported Annual Performance	
<b>No annual performance goal in FY12 or trended performance.</b>	
<b>Contributing Theme:</b>	International Space Station
<b>Contributing Program(s):</b>	International Space Station

## PERFORMANCE REPORTING AND PLANNING

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<b>Planned Annual Performance</b>	
<b>FY13 Update</b>	ISS-13-9: Facilitate the non-profit organization's (NPO) establishment of the ISS National Laboratory Marketplace to allow researchers and prospective investors to interact and to demonstrate its effectiveness by producing at least one externally funded research agreement.
<b>FY14</b>	No annual performance goal in FY14.