

Quick fix

Speedy cooperation saves important experiment on Mir as shuttle does fly-around. Story on Page 3.



Columbia to roll

Columbia will roll to the Vehicle Assembly Bldg. Monday for STS-80. Story on Page 4.

Space News Roundup

Vol. 35

October 4, 1996

No. 39

Goldin welcomes new contractor

Shuttle contract consolidation begins new era of efficiency

NASA began a new era in the Space Shuttle Program this week by consolidating much of the ground processing and in-flight operations under a simplified contract signed with United Space Alliance.

The six-year, \$7 billion base contract includes two, two-year extension options that could bring the total estimated contract value to about \$12 billion over 10 years.

While maintaining safety, the new contract is expected to reduce the cost of flying the shuttle. The contract assigns greater responsibility to USA, reducing the government's role in day-to-day operations.

"This is a major turning point for this agency," said NASA Administrator Dan Goldin during a signing ceremony held Monday in Bldg. 9. "Because what we're saying today is NASA believes in our very strong aerospace companies that they are going to do a job that will cause the shuttle to operate safer, cause the shuttle to operate for much less money and to give them the experience base so for the next generation of systems we don't even need to have the government involved."

Following a transitional period, NASA's involvement in the work accomplished by USA will be geared

more to managing unusual and critical issues that may occur during shuttle processing. NASA will retain ultimate responsibility for safe operations and will continue to direct high-level management of the program and flight operations. A variety of mechanisms—such as structured surveillance and audits, reviews of unusual "out-of-family" problems, safety performance grading and a detailed system of metrics—will be used to ensure that safety remains the contractor's highest priority.

"The government can do the things it does best and that's provide Please see **NEW**, Page 4



JSC Photo by Benny Benavides

From left, NASA Administrator Dan Goldin and JSC Director George Abbey congratulate United Space Alliance Chief Executive Officer Kent Black after signing the shuttle consolidation contract.



JSC Photo by Benny Benavides

From left, President Bill Clinton and NASA Administrator Dan Goldin welcome home Astronaut Shannon Lucid and her STS-79 crew mates, Commander Bill Readdy, Pilot Terry Wilcutt, Mission Specialists Jay Apt, Tom Akers and Carl Walz after Lucid's record-breaking stay on the Russian Mir Space Station.

Clinton, Goldin welcome home STS-79 crew

By Karen Schmidt

President Bill Clinton praised the "incredible skill and stamina" of Astronaut Shannon Lucid at JSC last week after her stay on the Russian Mir Space Station, and said that her achievement is an example to young women across the nation.

"Her achievement is the longest single flight by an American in space and the longest duration for any woman in space," Clinton said on the tarmac at Ellington Field. "Our space pioneers reflect the very best of America's spirit of exploration, our never ending search for new horizons. Dr. Shannon Lucid today stands tall among them all. We are grateful for her. We welcome her home."

Clinton joined NASA Administrator Dan Goldin, JSC Director George Abbey, more than 300 JSC workers and Lucid fans in ceremonies for the intrepid space traveler and the rest of the STS-79 crew last Friday.

Appearing healthy and happy to be home, Lucid responded that "Houston never looked so good."

Atlantis, carrying Lucid, Commander Bill Readdy, Pilot Terry Wilcutt, Mission Specialists Jay Apt, Tom Akers and Carl Walz, touched down at 7:13 a.m. CDT last Thursday at Kennedy Space Center after spending five days transferring supplies and equipment to Mir. During

docked operations, the first American crew exchange took place as Astronaut John Blaha took his place as part of Mir 22 and began his four-month stay on the Russian outpost.

"It's an amazing, amazing achievement. And I know I speak for all Americans when I say I think we all feel at least we've gotten to know

Dr. Lucid, watching her grin and bear it as the mission was extended, hearing her eagerness to see her family, her yearning for what she called the wind and the sun," the President added. "Perhaps more than she knows, she has also set a remarkable example for a new generation of young Americans. And especially young girls all

across this country, who look up to her and now see new possibilities for themselves, and we thank her for that as well."

Clinton saluted Readdy and his crew, and the accomplishments of the entire NASA team in pulling together the fourth successful docking with the Russian station.

"What seems to me remarkable about their launch and return is that they make it now seem easy, and we know it's not. But we know that their bravery and their professionalism make possible for all of us regular space travel with all of the scientific, military and commercial benefits

Please see **STS-79**, Page 4



Blaha continues American presence

Astronaut John Blaha has picked up where his colleague left off, continuing a permanent American presence in space on the Russian Mir Space Station and working on a host of scientific experiments.

Now in his second week, Blaha is continuing many of the investigations that comprise the NASA-Mir science program. Blaha said he is honored to be playing a part in the joint program, designed to conduct

research related to long-duration space travel using both countries' resources and personnel.

"I think this is a fantastic program that we're doing with the Russians," Blaha said in a recent interview. "This kind of cooperation in space is something the Russians do very well, and we in America do very well. It's something we've both done well in the past so it's a good meeting ground and I think it's a good

start to an International Space Station and for space exploration in the future."

Blaha settled in quickly on the Mir, beginning work on some of his experiments shortly after *Atlantis* undocked from Mir on Aug. 23.

"I'm amazed at how quickly I've adapted to the Mir," Blaha said in an in-flight interview. "I've never been on the real Mir before; it looks very

Please see **BLAHA**, Page 4

JSC to bestow highest honors to employees next week

Ninety JSC employees will receive JSC's highest honorary award Wednesday when JSC Director George Abbey, Deputy Director Jim Wetherbee and program managers present this year's Certificates of Commendation.

The Honor Awards Ceremony will be held at 3:30 p.m. Wednesday in the Gilruth Center Ballroom. Recipients are encouraged to invite family members, friends and fellow employees to attend the ceremony with them. A reception for award recipients and their guests will follow the ceremony.

JSC civil service and contractor employees are invited to attend as workloads permit. For further information regarding the ceremony, contact Helen Harris at x 38413, or directorate administrative officers.

The recipients of the 1996 Certificate of

Commendation are:

Human Resources Office: Candace Hunt and Scott Wood.

Public Affairs Office: Stella Luna.

Business and Information Services Directorate: Peggy Halyard, George Huff, Ronald Lentz, Stacy McDaniel, Michelle Miller, Lisa Rea Phillips, Kellye Welch and Peggy Wooten.

Flight Crew Operations Directorate: Gary Ash, Jeane Smith and Tamara West.

Mission Operations Directorate: Gilbert Bonse, LeRoy Cain, Patricia Collier, Denis Dahms, John Fields, Steven Gonzalez, Anthony Griffith, Yolanda Guillen-Burris, Sean Kelly, Randall McDaniel, Jane McKinnie, Melanie Miller, Debbie Pawkett, Don Pearson, Michael Rodriggs and Gail Schneider.

Engineering Directorate: Francisco Alanis, John Albright, John Bacon, Floyd Booker, Marybeth Edeen, Jay Estes, Sharon Goza, John Griffin, Jack Humphreys, Kaylene Kindt, Joseph Kosmo, Nicholas Lance, James LeBlanc, Robert Ling, Carolyn Lisenbee, Clarence Modlin, Moises Montez, Michael Montz, Leslie Quiocho, Carlos Roithmayr, Roger Schwarz, Victor Studer, Albert Wetterstroem, Patrick Wilson and Raul Zepeda.

Center Operations Directorate: Betsy Hodges, Jay Hoover, Robert Kehoe, Ronny Wade, Gary Wessels and Henry Wyndon.

Office of the Chief Financial Officer: Robert Beyer, Patricia Bright, Kevin Candee and Leslie Keener.

Space Shuttle Program Office: Harold Battaglia, Kenneth Brown, William Jordan,

Don McCutchen, C. Rick Miller and Anne Sweet.

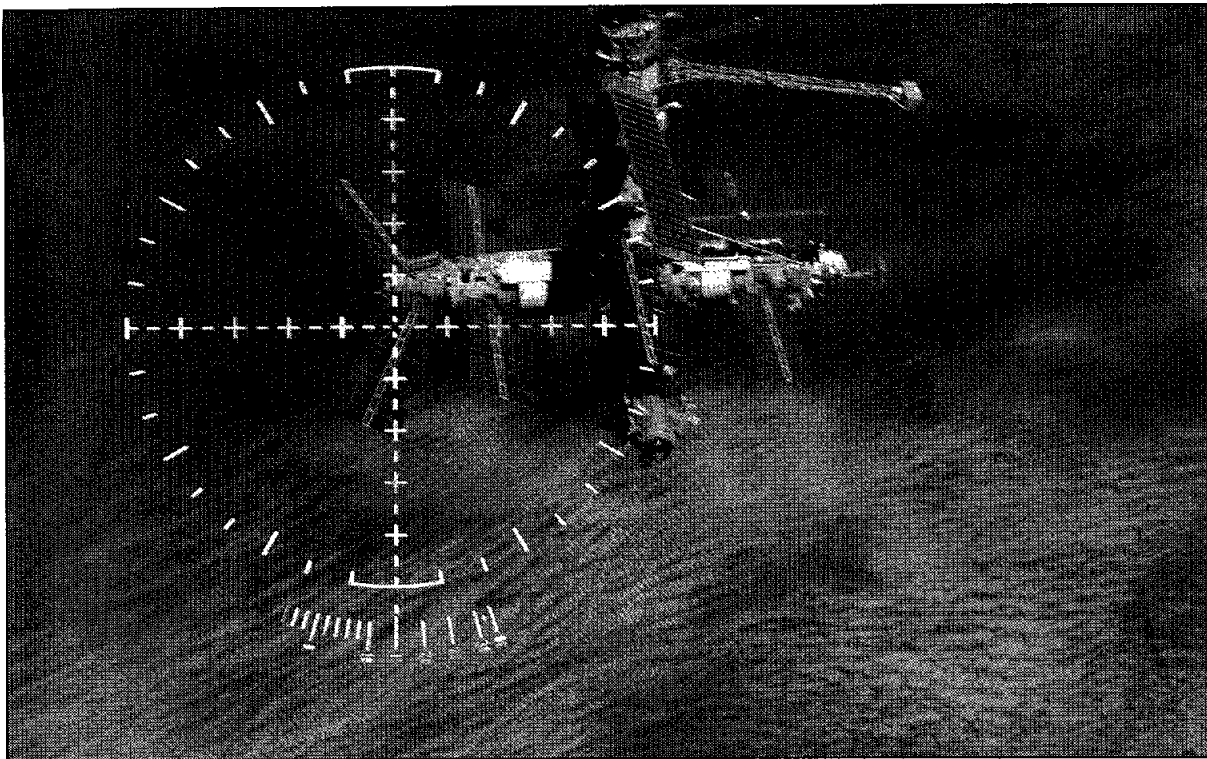
Safety, Reliability and Quality Assurance Directorate: Roy Glanville, M. Scott Johnson, Alice Lee and David Thelen.

Space Station Program Office: Beth Cerrato, Thomas Cremins, Thomas Galloway, Yvette Garner, Lois Lennox, Kenneth Mitchell, Tri Nguyen, Patrick Pilola, James Waddell and Lucy Yates.

White Sands Test Facility: Michael Kirsch and Alton Luper.

Space And Life Sciences Directorate: Carmen Hollins, Cory Logan, Kamlesh Lulla, James Maida, Andrew Potter, Charles Sawin, Thomas Sullivan and Rachel Windham.

Phase One Program Office: Lindy Fortenberry and Janice Read.



Quick Connect

International and internal cooperation pave way for fast equipment repair that saves important Mir experiment

STS-79 is a story about cooperation—just as all Phase 1 shuttle missions have been. But one example of that cooperation among NASA teams and between American and Russian teams stands out in particular now that the fourth shuttle-Mir docking mission is complete.

"It ain't Apollo 13," quipped Mission Scientist John Uri, "but from a scientist's perspective we pulled it off and saved that experiment."

The story started the morning of Sept. 23 with the discovery by the Middeck Payload Operations Directors that one of the first powered payloads being transferred to Mir was not working correctly. The Biotechnology System-Cartilage (BTS-CART) experiment, designed to support three-dimensional growth of cartilage in microgravity, was transferred from the shuttle middeck to the Priroda module of the Mir Space Station on Flight Day 5.

Several days later, as the shuttle was preparing to undock from Mir, the BTS-CART ground support team became concerned that the experiment was having hardware and/or software troubles when data from the flight unit and the ground-based version of the experiment didn't agree.

"No one could understand the erratic data we were receiving," said Uri, who was the senior representative in the Payload Operations Support Area that morning.

Any delay in their assessment of the health and status of the experiment could have resulted in a major loss of science data if it had not been fixed within a day or two, said JSC's Biotechnology Program Chief Scientist Steve Gonda.

"Any time you have a biological system, there are time-critical constraints on keeping it the right temperature, feeding it the right nutrients, removing waste," Gonda said, "and that depends upon the operation of the experiment control computer that monitors those parameters through in-line sensors."

So, Lockheed-Martin's Lead MPOD Lynn Pickett, Biotechnology Program Integration Manager Dianne Byerly and their team asked Mission Specialist Jay Apt to take Electronic Still Camera photographs of the cartilage constructs through the experiment viewport so that they could be compared with the ground-

based experiment.

Apt took several photographs of the exterior configuration of the bovine cartilage-growing experiment, but he was unable to take any close-up photographs through the viewport window because of a broken interior light.

Nevertheless, Apt downlinked the images using the Orbiter Communications Assembly. While awaiting downlink and processing of the ESC images, the BTS ground team worked intensely on troubleshooting procedures that would need to be delivered to John Blaha, now residing on Mir—the only crew member

trained to perform them. The BTS team went through the procedure just as Blaha would perform it, and wrote up a flight note. Uri said the team knew it was running out of time but didn't have a link through Mir air-to-ground channels.

Clearing that hurdle of getting the instructions to Blaha was next. Direct communication between Mission Control-Moscow and Mir wouldn't be available for several hours, so the BTS ground team started working with Mission Control-Houston to arrange uplink of the necessary malfunction procedures through the shuttle communications link. With hatches almost ready to be closed, the ground team working on the troubleshooting procedures also started to consider the possibility of transferring the equipment back to *Atlantis* for return to the Earth.

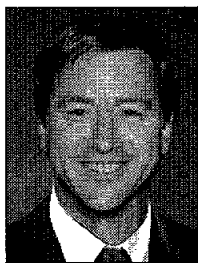
The team generated its repair message and sent it to Blaha, who performed the procedures, but the hardware and software did not respond as hoped.

At that point on Flight Day 8, the hatches had to be closed so that *Atlantis* could undock from Mir. This meant there could be no further assistance from the shuttle crew.

But the shuttle still could be used in the trouble-shooting effort — this time as a communications relay station. Using *Atlantis'* second air-to-ground communications link (A/G-2) communications link, scientists and technicians in the POSA, the Houston control center for the Mir Science Payloads Team, were able to call Blaha with further troubleshooting procedures.

In the meantime, the ESC photographs had been processed by Phyllis Grounds and her team in the Payload Operations Control Center of Bldg. 30S. Dianne Valdez and

Cara White of JSC's Digital Imaging Lab processed the images normally. Then, John Salmon, an ESC software developer for Lockheed-Martin, enhanced the photographs enough to show the status of the cartilage constructs inside



'The entire episode illustrated the incredible levels of cooperation that have been achieved...'

— Frank Culbertson
Phase 1 Program Manager

the experiment hardware.

"When we got the download, I knew they were waiting for the pictures, so I put off processing the other pictures (a total of 394 were downlinked during the flight) until they got what they needed," Salmon said.

It Salmon took just 30 to 45 minutes to process the images once they were delivered by the OCA team.

"We had the payload guys hovering behind John and saying 'Let's zoom in on this here,'" Grounds said.

Allen Moore, support contractor Krug Life Science's lead engineer for the BTS facility, saw in the photos that a control and data cable on the unit was not fully locked in place by the locking mechanism.

While the BTS team drew up another procedure to power down the equipment so that the cable could be re-mated without damaging the system, the shuttle undocked from Mir and

began its fly-around of the Russian space station. During the fly-around, John Blaha called from the Mir via the shuttle communications link to report that further attempts to fix the problems had failed.

The air-to-ground relay was enabled again to allow the POSA in Houston to discuss the suspect cable connection, since communication directly from Russia was still unavailable. They arrived at a solution, but the repair procedures still had to be approved by Mission Control-Moscow before they could be voiced up to Blaha.

While this was being explained, air-to-ground communication between Moscow and Mir, via the shuttle, was suddenly acquired, and Bill Gerstenmaier, leading the U.S. consultants group in Russia, excitedly broke in to announce that the procedures were approved by the Russian shift flight director.

It was about 6:50 p.m. by then, and Gerstenmaier and Uri both talked with Blaha directly through the communications relay. It took longer to read up the 15-minute procedure than it would take Blaha to perform it.

After completing the repair, Blaha called down to report that the cable connection had, indeed, been the problem and that BTS-CART — one of his favorite experiments — was functioning properly.

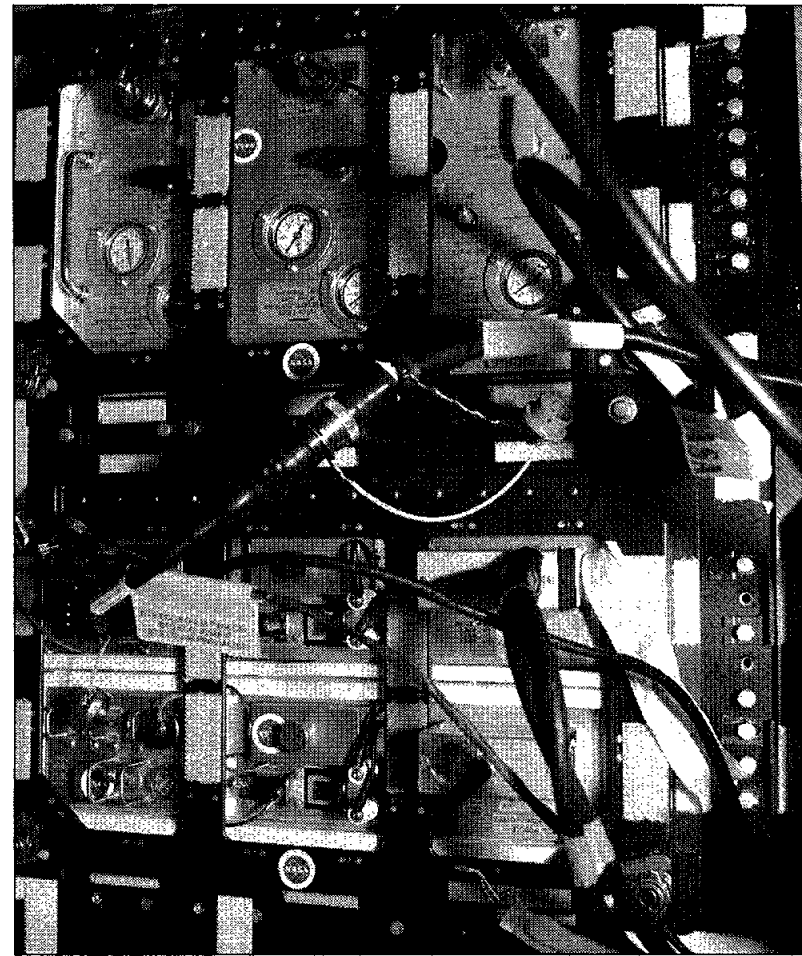
"The whole team was up in Mission Ops and when John went through the procedure we had voiced up to test the coupling and reported that all parameters came up and were nominal, there was a shout of joy that everyone voiced," Gonda recalled. "Now we were ready to take that first long step of a 140-day long-duration cell culture, and it is a giant step for our program."

STS-79 Lead Flight Director Paul Dye said the flight control team always tries to keep A/G-2 available as a relay option because it makes up for lack of coverage through Russian communications systems. The MCC-Houston team was happy to support the effort as long as the relay wasn't a distraction for Commander Bill Readdy and Pilot Terry Wilcutt as they performed the fly-around.

"The entire episode illustrated the incredible levels of cooperation that have been achieved among the many ground support teams within Mission Control-Houston, as well as international cooperation between Houston, Moscow and the shuttle and Mir crews," said Phase 1 Program Manager Frank Culbertson.

The entire process, from problem identification to solution, took only nine hours.

"This is one of the most incredible examples of cooperation across the ocean," Uri said. "There were no brick walls. Nobody said 'no.' Everybody was working toward the same goal and everybody understood what that was. It saved the experiment and it was all done in real time and it really sets an example for the future. I came home from work that night and told my wife, 'Now I know why I work at NASA.'" □



Top: The process of reading up a procedure to reconfigure the Biotechnology System-Cartilage (BTS-CART) experiment took place as *Atlantis* was circling the Mir space station. Far left, top: Departing Mir crew member Shannon Lucid works out while arriving Mir crew member John Blaha checks the daily schedule. Left: This photo showed Allen Moore, support contractor Krug Life Science's lead engineer for the BTS, what was amiss. Far left, bottom: STS-79 Mission Specialists Carl Walz, left, and Jay Apt analyze a bovine cartilage sample in the Spacehab module before BTS was transferred to Mir.

STS-80 to feature double deploy, retrieval

By James Hartsfield

Preparations of *Columbia* remained on target this week for a launch of STS-80 around Nov. 8, carrying the Wake Shield Facility aloft for a third flight and ORFEUS-SPAS for a second flight.

Columbia, now in Kennedy Space Center's Bay 1 shuttle hangar, is planned to be moved to the Vehicle Assembly Bldg. Monday to be hoisted vertical and joined with the STS-80 solid rockets and external tank. It is scheduled

to be moved to Launch Pad 39-B on Oct. 14.

The STS-80 crew—Commander Ken Cockrell, Pilot Kent Rominger and Mission Specialists Tammy Jernigan, Tom Jones and Story Musgrave—will travel to KSC Oct. 17 for a dress rehearsal of the launch countdown. A launch on Nov. 8 would have *Columbia* lift off at 1:47 p.m. CST.

Meanwhile, *Atlantis*, just returned from the fourth docking with the Russian Mir Space Station on STS-79, is now in KSC's Bay 3

processing hangar being readied for a fifth docking with the Mir in January 1997 on STS-81. Initial post-landing inspections of *Atlantis* revealed that it had returned to Earth in excellent condition, with only light debris damage to its thermal tiles. As technicians began inspecting the orbiter's aft compartment last weekend, a 1/16th inch Allen wrench was found on the compartment floor. The small wrench bore no discernible markings such as a serial number. An analysis is

under way to determine its origin, although the small wrench is believed to have posed absolutely no threat to *Atlantis'* operations during STS-79.

Elsewhere, *Discovery* is in the Bay 2 hangar being readied for a launch in February 1997 on STS-82, the second Hubble Space Telescope servicing mission. Current work includes the installation of the main engines next week and completing installation of the forward reaction control system module.

Quality forum to focus on past present, future

One of the men who taught Japan how to manage for quality will be the featured speaker during a live interactive satellite broadcast set for noon Thursday.

Joseph Juran, the world's leading expert on the history and practice of quality, will discuss "Quality: Yesterday, Today and Tomorrow" at noon Thursday in Teague Auditorium.

Employees who attend the seminar in Teague will have the opportunity to fax or call-in questions to Juran and a wide variety of quality experts. The two and a half hour program also will be telecast on the JSC Television Distribution System on channel 23.

In Juran's first public appearance in years, this 91-year-old quality pioneer will draw from a lifetime of experience to explore the origins of quality, today's best practices and the role of quality management in the future.

The seminar will begin at noon with opening remarks from Juran and Blanton Godfrey, chairman of the Juran Institute. Several experts will discuss the history of quality. At 12:45 p.m. the discussion will focus on quality today and at 1:35 p.m. the discussion will turn to quality in the future. Each topic will include round table discussions, viewer call-ins and quality minutes.

Juran will be joined by a diverse and engaging panel of experts that includes: Robert Galvin, chairman of the executive committee at Motorola; Yoshinao Nakada, technical manager of competitive analysis and reverse engineering at Bell Laboratories; Ron Kenett of Kenett-Preminger Associates; Ludmila Konareva, a senior researcher at the Russian Academy of Sciences; Lisa Joronen, chairman of Sol Ltd.; Frank Pipp, president of the Diversified Business Group at Xerox Corp.; and Curt Reimann, senior scientist at the National Institute of Standards and Technology.

For more information call Gloria Stiner at x41607.

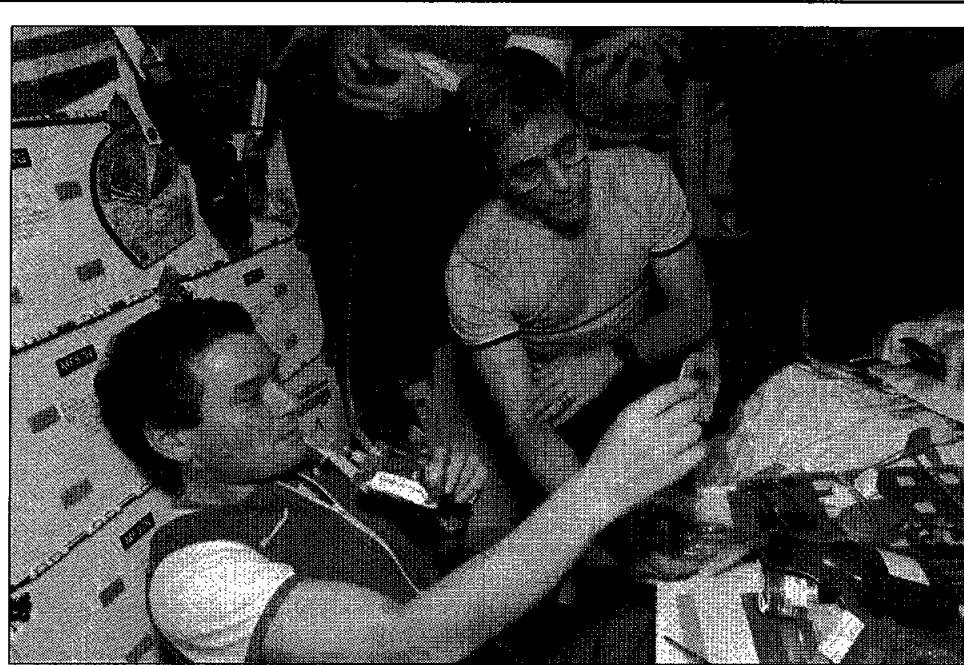
Fun run to end safety, health day activities

The closing event at this year's Safety and Total Health Day will be a fun run/walk at 3:30 p.m. Oct. 23 at the Gilruth Center.

Employees are welcome to participate—walking, running, biking or rollerblading—in this non-competitive event along the JSC jogging trail or around the mall pond. A registration fee of \$5 is required for a T-shirt, and should be in by close of business Wednesday to guarantee a shirt on race day. Late registration will end at 2 p.m. the day of the event.

Prizes will be given, including an audio walk/jog tape to the first 500 registrants. All registered participants also will be eligible for prizes from random drawing at the refreshment station near the finish line. Plenty of fresh fruit, bagels, energy food and cold drinks also will be available. Those who choose to rollerblade or ride a bike will begin first and must wear a helmet.

For more information contact Larry Wier, event director, at x30301.



The newest Mir 22 crew member, Cosmonaut Researcher John Blaha, right, and Mir 22 Commander Valery Korzun share a meal on *Atlantis'* middeck during docked operations with STS-79 crew members.

Blaha settles in on station

(Continued from Page 1)

different from the simulators I trained in, so at first I was a little concerned about that. But Valery (Korzun) and Sasha (Alexander Kaleri), my two Russian crewmates, as well as Shannon, who's spent six months here, have really helped me out in the last three days. I had a great night's sleep and I feel very good on the Mir."

Blaha initiated the Biotechnology System activities shortly after undocking, using a rotating vessel to suspend cells in a low gravity, stationary environment. The experiment will use cartilage cells to investigate long-term on-orbit cell growth in the microgravity environment of space. At various times during his mission, Blaha will sample and analyze cellular environment for post-flight analysis.

Blaha also fixed several more plants for the Greenhouse Experiment. These dwarf wheat plants will allow investigators to study the effects of space on plant growth, reproduction and metabolism, as well as chemical

and structural changes. Blaha has reported that the heads of the plants are maturing.

In the area of Human Life Sciences, Blaha has taken several measurements that will allow researchers to assess the changes in muscle mass during the course of his stay on Mir. The measurements will be compared to those taken before and after his mission to help quantify the extent of the changes his body will undergo while on Mir and assess how quickly his body returns to its pre-flight condition after returning to Earth.

Blaha is scheduled to remain aboard Mir until January with his Mir 22 crewmates, performing a variety of experiments across six disciplines: Advanced Technology, Earth Sciences, International Space Station Risk Mitigation, Fundamental Biology, Human Life Sciences and Microgravity Sciences. The research, begun by Lucid and continuing under Blaha, will advance the science knowledge base to the benefit of all people on Earth.



STS-79 crew to recap mission Thursday

(Continued from Page 1)

it brings," he said. "Now it's a part of our lives, thanks to this crew and others like them."

"I appreciate the work that is done here by all of you at NASA," Clinton added. "I thank everyone that works for America's space program for a job well done. This is all of your triumph here and America is very proud of you."

The president said the mission was an important tool in America's foreign policy and its efforts to encourage international peace.

"The mission from which Dr. Lucid returns continues to cement the close and growing bonds of cooperation between the United States' and the Russian's space programs, something that we have worked very hard for," Clinton added. "Not only the cooperation between our nation and Russia, but between our nation and other nations as well in the space station project. We are committed to continuing the strong U.S. space program."

After the president departed, Readdy commended his crew for a perfect mission.

"I could not be prouder of the crew that is up here today," Readdy said. "This crew and you all form an incredible team of professionals that made a very, very complicated 10-day mission come off seamlessly and achieve more than 100 percent of our mission objectives. My hat's off to all of you."

Wilcutt praised the training team and its tireless efforts to prepare for STS-79. "Thank you especially our training team who worked all the hours with us whenever we had a late simulation, they were right there with us," he said.

Apt praised the entire team at JSC. "We had

a flight that was really two flights rolled into one," Apt said. "There was enough work for any two flights and the fact that we got it done is a tribute to the entire team here at JSC. We couldn't possibly do it without the dedication and professionalism of everybody down here that is part of the team."

Akers also praised the JSC team. "Everybody here knows it takes a whole team to make a successful space mission, this great crew who is here, John, our two cosmonauts, and more importantly all you folks who did all the work ahead of time and during the mission back here on the ground. We are going to do our very best to come by personally and thank you in the coming days."

Walz reflected about his time on Mir. "John looked at me as said you know Carl, this is the kind of mission that we're going to be flying in the year 2002 with the International Space Station. This mission is a prototype for future crew transfer, logistics transfer and a whole bunch of science all wrapped up into one."

Lucid stood at the lectern last to reflect on her homecoming. "I want to say thank you to everybody that supported the mission here on the ground. It was a great mission, it was a great adventure and I thoroughly enjoyed it. The reason why it worked was due to all the people that worked so hard to make it great."

The crew, including Lucid, will recap the fourth shuttle/Mir docking at 3 p.m. Thursday in Teague Auditorium. Employees are encouraged to invite family and friends. In addition, "Welcome Home Shannon" T-Shirts are available at the Exchange Store in Bldg. 11.

Singers to perform for Hispanic Heritage

In celebration of National Hispanic Heritage Month, the Equal Opportunity Programs Office will host "The Family Singers" from 11:30 a.m.-12:30 p.m. Tuesday in the Bldg. 3 cafeteria.

National Hispanic Heritage Month runs from Sept. 15-Oct. 15. The Family Singers will perform traditional, popular songs and their own musical compositions for the event. For more information on National Hispanic Heritage Month, including highlights of some of the achievements of Hispanics at NASA, reference the following URL: <http://www.jsc.nasa.gov/pao/events/hispanic/hispanic.html>

JSC seeks employee input for Inspection Day

JSC needs employees to identify associates at local technical businesses who can benefit from an "up-close" look at more than 100 exhibits and programs during JSC's Inspection Day.

JSC will open its doors on Nov. 13 and 14 to business leaders and technical representatives from outside the NASA/aerospace community to learn more about the center's missions, facilities and technologies. A major effort is under way to identify the appropriate attendees who will benefit from this event.

Employees may submit their recommendations by Oct. 13 to the JSC Inspection Day logistics center at x47853. A special Internet site has also been established at <http://www.jsc.nasa.gov/seejsc>

JSC adds new ATM on site

The JSC Credit Union recently added a third Automated Teller Machine on site for employees.

ATMs are now available in Bldgs. 1, 3 and 11. The new ATM in Bldg. 1 is located across from the Travel Funding Desk and the Cashiers Office on the first floor.

"The new ATM machine was installed to provide JSC travelers with quick access to an ATM machine for acquiring travel advances using the American Express Government Card," said Deputy Chief Financial Officer for Finance John Beal. "After picking up approved travel orders and airline tickets, JSC travelers can conveniently receive the necessary cash advance for their official travel from the ATM machine."

New contract will reward for shuttle cost savings

(Continued from Page 1)

technologies and inspiration to children, adults and the economic sector of America," Goldin said. "It frees our people from managing contracts and to getting back to being on the cutting edge of technology."

The new single prime contract, called the Space Flight Operations Contract, replaces 12 previous individual contracts, the largest two of which had covered shuttle ground processing work and shuttle operations.

"We are very honored at USA to play this roll in taking America's human space program forward into the future," said Kent Black, chief executive officer at USA. "We are absolutely dedicated to maintaining safety first, meeting the manifest and then reducing the cost. I'd like to believe we are paving the way for others to follow, bringing the efficiencies of the private sector into what had been traditionally government roles and allow NASA to do what they do best which is to pursue new frontiers in space for our nation."

This is the first phase of the SFOC, and its content includes preparatory work for operation of the International Space Station as well as the shuttle. A second phase that may be negotiated could include another 16 contracts covering the supply of shuttle components.

The Phase I contract includes a unique incentive that rewards USA for cost savings. The incentive allows the contractor to retain 35 percent of any cost savings, while 65 percent of the savings go back to the government. Conversely, the contractor will be penalized in a similar fashion for any cost overrun.

"We have set this up so that the contractor has every possibility to succeed, but we are giving them the right to fail," Goldin added.

To ensure safety is maintained, the transition of responsibilities from NASA to USA for day-to-day operations will be performed on a highly structured, job-by-job basis, taking into account the criticality levels and complexity of tasks and equipment involved.

"Today is the first day of a new space program in America," Goldin said. "We are opening up the space program to commercial space involving humans. May it survive and get stronger."