Kennedy Space Center Roadmap

	Near Term (2001-2003)	Mid Term (2003-2008)	Far Term (2008-2015+)	Goal 1

Operations/ Space Launch Operations	**Obj. 1**: Assure customer satisfaction by achieving safe operations and mission success (i.e.,, ELV, Shuttle, ISS)
	  Str. 1: Safely execute customer manifest with on-time, reliable processing
	  Str. 2: Identify and resolve obsolescence and supportability issues
	  Str. 3: Assess and implement risk mitigation actions
	  Str. 4: Safely improve processes and reduce costs
	  Str. 5: Provide Civil Service contract management and "smart buyer" capability through launch vehicle and ISS insight/oversight
	
	Obj 2: Reduce risk for future programs
	  Str. 1: Capture and deploy lessons learned to influence the design concepts/architectures for future vehicles, payloads, Spaceport Technology initiatives, and associated systems (e.g., Space Launch Initiative (SLI), 2nd Gen Vehicle)
	
	Obj. 3: Effectively participate in major Agency initiatives, proactively identify KSC concerns, and keep the workforce informed
	  Str. 1: Develop concepts for Shuttle privatization and ISS Non-Governmental Organization (NGO)
		Obj. 1: Assure customer satisfaction by achieving safe operations and mission success (i.e., ELV, Shuttle, ISS)
		  Str. 1: Provide customers w/ optimal value launch, carrier and payload services which incorporate "mission success first" actions
		  Str. 2: Improve and synergize KSC's operational systems, processes and performance
		
		Obj. 2: Reduce risk for future programs
		  Str. 1: Develop transition plans for program initiatives (e.g., SLI to 2nd Gen Vehicle)
		  Str. 2: Continue to incorporate lessons learned to influence the design concepts/architectures for future vehicles, payloads, Spaceport technologies, and associated systems (e.g., 2nd Gen Vehicle)
		  Str. 3: Support implementation of future vehicles, payloads, Spaceport technologies, and associated systems
		
		Obj. 3: Effectively participate in major Agency initiatives
		  Str. 1: Safely implement transition plans for program initiatives
		  Str. 2: Provide Civil Service contractor management and "smart buyer" capability through appropriate levels of insight/oversight
			Obj. 1: Assure customer satisfaction by achieving safe operations and mission success (i.e., ELV, ISS, Shuttle, 2nd Gen Vehicle)
			  Str. 1: Provide customers w/optimal value launch, carrier and payload services which incorporate "mission success first" actions
			  Str. 2: Improve and synergize KSC's operational systems, processes and performance
			
			Obj. 2: Reduce risk for future programs
			  Str. 1: Develop transition plans for program initiatives (e.g., Shuttle to 2nd Gen Vehicle)
			  Str. 2: Continue to incorporate lessons learned to influence the design concepts/architectures for future vehicles, payloads, Spaceport technologies, and associated systems (e.g., 3rd Gen Vehicle, future missions beyond Low Earth Orbit)
			  Str. 3: Support implementation of future vehicles, payloads, Spaceport technologies, and associated systems (e.g., 2nd Gen. Vehicle)
			
			Obj. 3: Effectively participate in major Agency initiatives
			  Str. 1: Safely implement transition plans for program initiatives
			  Str. 2: Provide Civil Service contract management and "smart buyer" capability through appropriate levels of insight/oversight
				Assure and advance access to space for exploration, development, and use

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Kennedy Space Center Roadmap

	Near Term (2001-2003)	Mid Term (2003-2008)	Far Term (2008-2015+)	Goal 2
Development/ Spaceport & Range Technologies	**Obj. 1**: Assure customer satisfaction by increasing safety and reducing life cycle costs of space transportation **Str. 1**: Increase Technology Readiness Level (TRL) for operations technologies for 2nd Gen Vehicle (i.e., SLI) **Str. 2**: Develop and study control systems concepts for autonomous experiment and payload processing on ISS **Str. 3**: Develop remote payload and launch site processing capabilities **Str. 4**: Identify alternatives to current access to space for small payloads **Obj. 2**: Improve KSC's research and development capabilities **Str. 1**: Establish a responsive "partnership" with universities/university consortiums to expand opportunities for universities in KSC technology development **Str. 2**: Implement full cost accounting/recovery methods for research & development **Str. 3**: Assess needs and upgrade research and development tools (e.g., virtual development environment, modernized labs and testbeds) **Str. 4**: Improve Program/Project performance **Str. 5**: Host forums to establish brand name recognition (e.g., conferences, workshops) **Str. 6**: Develop an effective strategy to increase funding levels for spaceport and range technology projects and increase KSC's role in Agency biological sciences programs **Str. 7**: Develop technology roadmaps aligned with stakeholder requirements (e.g., Programs, Advanced Spaceport and Range Technology Working Groups)	**Obj. 1**: Assure customer satisfaction by increasing safety and reducing life cycle costs of space transportation **Str. 1**: Advance operations technologies for 2nd Gen. Vehicle to high TRL **Str. 2**: Partner with current and future providers of launch vehicles to develop advanced spaceport and range systems **Str. 3**: Develop prototypes and test control systems technologies **Str. 4**: Deploy remote payload and launch site processing systems **Str. 5**: Develop prototypes and test flights of alternatives to access to space for small payloads **Str. 6**: Initiate low TRL spaceport and range technology development projects that support space operations beyond Earth orbit **Obj. 2**: Establish KSC as a premier Spaceport Technology Center (STC) **Str. 1**: Fully implement the university "partnership" **Str. 2**: Expand business base utilizing full-cost methods (Gov't, Industry, Academia) **Str. 3**: Assess needs and upgrade research and development tools (e.g., state-of-the-art labs and testbeds, virtual design tools) **Str. 4**: Establish reputation as brand name of choice **Str. 5**: Increase funding levels for spaceport, biological sciences and range projects **Str. 6**: Increase joint funding arrangements between stakeholders (e.g., Programs, Advanced Spaceport and Range Technology Working Groups)	**Obj. 1**: Assure customer satisfaction by increasing safety and reducing life cycle costs of space transportation **Str. 1**: Establish operations technologies for 3rd Gen Vehicle **Str. 2**: Commercialize technologies to support access to space **Obj. 2**: Further enhance KSC's premier research and development capabilities **Str. 1**: Adjust lines of business and customer selection to expand business and support space operations and exploration (e.g., 3rd Gen Vehicle, Moon/Mars/Libration points missions) **Str. 2**: Operate in a virtual collaborative engineering environment **Str. 3**: Expand brand name recognition world-wide **Str. 4**: Provide methods, processes, and technologies for spaceports everywhere	**Provide innovative Spaceport and Range technologies for safe space operations and exploration missions**

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	Near Term (2001-2003)	Mid Term (2003-2008)	Far Term (2008-2015+)	Goal 3

Enabling/ Crosscutting	**Obj. 1**: Provide a high-quality, diverse workforce
	  Str. 1: Implement and baseline a KSC competency management system with the goal of reducing selected competency gaps by 90% per year
	
	Obj 2: Strengthen NASA's safety, health, security and environmental stewardship
	  Str. 1: Achieve VPP STAR certification
	  Str. 2: Identify high cardiovascular risk individuals and increase participation in intervention programs
	  Str. 3: Reduce NOV and spills
	  Str. 4: Complete the 5-year energy plan and implement alternate energy sources
	  Str. 5: Identify and eliminate critical security gaps
	
	Obj 3: Enhance KSC's infrastructure and business practices to meet Agency and national priorities
	  Str. 1: Meet NASA's IFMP implementation schedule
	  Str. 2: Meet the eNASA development schedule
	  Str. 3: Complete the Federal Spaceport study and follow-on actions
	  Str. 4: Establish at least 3 tenant agreements for the Int'l Space Research Park
	  Str. 5: Design and implement a Facility Condition Index to enable more informed facility investment decisions
	
	Obj4: Strengthen reliance and teamwork
	  Str. 1: Develop a plan to improve KSC's inter/intra-organizational communications
	  Str. 2: Implement tools to characterize KSC's reliance and teamwork environment
	  Str. 3: Clearly define NASA internal services and customers
		Obj. 1: Develop key workforce strategies to ensure smooth STC transition
		  Str. 1: Properly align and balance the workforce to effectively manage the STC
		  Str. 2: Utilize competency management information to design innovative organizational development reforms
		
		Obj. 2: Strengthen NASA's safety, health, security and environmental stewardship
		  Str. 1: Reduce lost time frequency to .1
		  Str. 2: Reduce overall high risk cardiovascular disease prevalence by 10%
		  Str. 3: Decrease NOV to zero
		  Str. 4: Reduce the energy use index by 30% and expand the use of alternate energy sources
		  Str. 5: Identify and correct security gaps and reduce the number to zero
		
		Obj. 3: Enhance KSC's infrastructure and business practices to meet Agency and national priorities
		  Str. 1: Meet NASA's IFMP implementation schedule
		  Str. 2: Complete implementation of eNASA
		  Str. 3: Deploy Federal Spaceport transition plan and associated legislation
		  Str. 4: Explore and implement non-CoF approaches to align facilities capabilities with future needs
		
		Obj. 4: Strengthen reliance and teamwork
		  Str. 1: Explore and deploy new methods of keeping the diverse workforce informed
		  Str. 2: Simplify and improve internal services using customer feedback to respond to a changing environment
			Obj. 1: Attract, develop and retain a world class diverse STC workforce
			  Str. 1: Implement bold, path-finding human resources reforms that assist in developing a flexible and agile workforce to position the STC to outpace competitors for future business
			
			Obj. 2: Strengthen NASA's safety, health, security and environmental stewardship
			  Str. 1: Reduce lost time frequency to zero and begin collecting data on non work- related lost time cases
			  Str. 2: Reduce overall high risk cardiovascular disease prevalence by an additional 10%
			  Str. 3: Maintain NOV at zero
			  Str. 4: Reduce energy use index by 35% and further expand the use of alternative energy sources
			  Str. 5: Proactively identify technology to enhance security and reduce costs
			
			Obj. 3: Enhance KSC's infrastructure and business practices to meet Agency and national priorities
			  Str. 1: Utilize emerging technologies to provide world-class business practices
			  Str. 2: Capitalize on institutional capabilities of others, including a Federal Spaceport, to provide safe, robust, flexible facilities
			
			Obj. 4: Strengthen reliance and teamwork
			  Str. 1: Utilize new technologies and methods to further enhance communications
			  Str. 2: Reevaluate and revolutionize internal services to support complex STC interrelationships
				Provide and assure safe, world-class services for operations and development functions