

National Aeronautics and  
Space Administration  
**John F. Kennedy Space Center**  
Kennedy Space Center, FL 32899



September 18, 2002

Reply to Attn of: TA

09-11149-03

03014904

U.S. Nuclear Regulatory Commission, Region II  
Nuclear Materials Safety Section  
101 Marietta Street, Suite 2900  
Atlanta, GA 30023

**SUBJECT:** Statement of Intent Concerning Financial Assurance Requirements for  
Decommissioning Activities at the National Aeronautics and Space  
Administration – Kennedy Space Center (NASA-KSC).

The Nuclear Regulatory Commission has recently requested that NASA-KSC provide a Statement of Intent regarding funding for decommissioning activities. As the Director of KSC, I am responsible for managing the day-to-day operations of the Center in support of NASA's missions. This includes planning and directing activities and operations at KSC, as well as allocating and reprogramming resources as described in the attached NASA Procedures and Guidance document on the NASA Organization. Should it become necessary, it is within this authority that I intend to request \$150,000 be made available when requested by the Chairman of the KSC Radiation Protection Committee, for decommissioning activities associated with operations authorized by U.S. Nuclear Regulatory Commission Materials License No. 09-11149-03. I intend to request these funds sufficiently in advance of decommissioning to prevent delay of required activities.

Questions concerning this statement of intent may be directed to Randall E. Scott, KSC Radiation Protection Officer, at 321-867-6958.

A handwritten signature in black ink, appearing to read "Roy D. Bridges, Jr." with a stylized flourish at the end.

Roy D. Bridges, Jr.  
Director

Enclosure

**NONNEGOTIABLE**

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# NASA Procedures and Guidelines

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**NPG 1000.3**

**Effective Date: March 01, 2001**

**Expiration Date: March 01, 2007**

**Responsible Office: F / Office of Human Resources and Education**

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## The NASA Organization w/Changes 1-21 (07/24/02)

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# PREFACE

## P.1 PURPOSE

This NASA Procedures and Guidelines (NPG) documents the NASA organization, defines terms, and sets forth the standards and requirements for establishing, modifying, and documenting the NASA organizational structure and for assigning organizational responsibilities. Specific duties of NASA officials are described in their official position descriptions rather than in this document

## P.2 APPLICABILITY

This NPG is applicable to NASA Headquarters, including the Inspector General (IG) except in so far as it contravenes the requirements of the IG Act (Public Law 95-452), as amended (5 U.S.C. Appendix), and NASA Centers, including Component Facilities.

## P.3 AUTHORITY

42 U.S.C. 2473 (c)(1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.

## P.4 REFERENCES

- a. NPD 1000.1, NASA Strategic Plan;.
- b. NPG 1000.2, NASA Strategic Management System.

## P.5 CANCELLATION

NHB 1101.3, NASA Organization, dated April 25, 1995.

NPC 1150.1, NASA Occupational Health and Safety Board, dated May 9, 1997

NPC 1152.59F, NASA Medical Boards in Support of Space Flight Operation, dated December 4, 1998

NPC 1152.65E NASA Equal Opportunity Board, dated August 11, 1999

NPC 1152.66C, NASA Space Flight Safety Panel, dated December 10, 1997

NPC 1152.75, Science Council, dated May 14, 1996

NPC 1158.1, NASA Environmental Management Board, dated March 24, 1998

NPC 3871.1, NASA Employees Benefit Association, dated December 1, 1997

NPC 8701.1, NASA Operations Engineering Board, September 9, 1998

/s./Daniel S. Goldin

Administrator

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# CHAPTER 3: RESPONSIBILITIES OF OFFICIALS-IN-CHARGE OF HEADQUARTERS OFFICES AND CENTER DIRECTORS

## 3.1 RESPONSIBILITIES OF OFFICIALS-IN-CHARGE OF HEADQUARTERS OFFICES AND CENTER DIRECTORS.

OIC's of Headquarters Offices and Center Directors provide executive leadership and direction for all activities of their offices, including the following:

3.1.1. Develop Enterprise Strategic Plan, Functional Leadership Plan, or Center Implementation Plan, as applicable, which defines program goals and objectives, priorities, and financial and technical plans, participating with other senior NASA officials to provide advice and counsel to the Administrator in the development and administration of the overall NASA program.

3.1.2. Plan and direct the activities and operations of the Office or Center, allocating and reprogramming resources as required to meet approved objectives in accordance with assigned roles and responsibilities and developing flexible and balanced organizational structures, consistent with objectives, personnel capabilities, available resources, and changing priorities.

3.1.3. Promote the general welfare and quality of the working life for all employees, assuring that the working environment promotes and fully supports all policies and regulations applicable to health, safety, security, protection of property, ethics, and financial controls activities.

3.1.4. Establish and maintain relationships with external customers and stakeholders, including academia, the scientific community, industry, and other Government and private-sector entities.

3.1.5. Implement continual improvement of products and services to encourage continual improvement by NASA to meet the needs of identified customers whose input and feedback are incorporated in all aspects of the organization's efforts.

3.1.6. Ensure that significant management weaknesses are identified and reported to the appropriate management level and corrective action is taken.

## 3.2 ADDITIONAL RESPONSIBILITIES OF ENTERPRISE

## **ASSOCIATE ADMINISTRATORS.**

In addition to those responsibilities identified in paragraph 3.1, Headquarters Enterprise AA's have the following special roles related to their direct responsibilities for the Strategic Enterprises:

3.2.1. Account for delivering program results to the NASA Administrator. As such, they serve as the stewards, advocates, and chief executives of their respective Enterprises, setting Enterprise priorities and strategies for achieving them. In addition, the Strategic Enterprises provide program definition (requirements, opportunities for cross-program efficiency, and synergy). Responsible for the safety and human health of their Enterprises' activities, integrated Enterprise budget development, program resource allocation, performance assessment, policies and standards, and the implementation of NASA policies.

3.2.1.1. Assure that safety and mission success criteria are developed and documented for each program/project.

3.2.2. Protect the safety of the public, astronauts and pilots, employees, and high-value equipment by fully integrating safety, reliability, and quality within and across the functions and products of the programs.

3.2.3. Principally responsible for developing long-term strategy and ensuring that the necessary capabilities are in place to meet both the near-term program objectives and the longer-term goals.

3.2.4. Determine what the Enterprise does and why, with a specific focus on the requirements of external customers. In this context, the Enterprise AA's are responsible for the following:

- a. Developing Enterprise strategy, policy, and standards that fulfill the Agency's goals and objectives;
- b. Formulating program requirement and objectives;
- c. Providing advocacy for the Enterprise;
- d. Providing external customer interfaces;
- e. Allocating resources for the full cost of each program, including personnel and facilities, within the context of Agency strategic determinations;
- f. Assessing program performance;
- g. Selecting projects;
- h. Serving as the NASA "internal customer";
- i. Making Lead Center assignments for the Administrator's approval;
- j. Overseeing Enterprise education and public outreach; and
- k. Coordinating all international partnership arrangements with the Office of External Relations.

3.2.5. Responsible for managing program initiation, formulation and integration, science management, and program oversight and performance assessment.

## **3.3 ADDITIONAL RESPONSIBILITIES OF INSTITUTIONAL PROGRAM OFFICERS ASSOCIATE ADMINISTRATORS.**

In addition to the duties of an Enterprise AA, designated Institutional Program Office (IPO) AA's have the following special roles:

3.3.1. Ensure that the Center has the capability to meet its programmatic and functional commitments, as well as long-term mission responsibilities, in a safe and effective manner.

3.3.2. Ensure implementation, conformance, and the assurance of safe and efficient functional operations. Enterprise AA's, serving as IPO's, must have a broader perspective than their individual Strategic Enterprises. In this management capacity, the Institutional Program Officer works with the Centers, other Enterprise AA's, and Functional Offices to accomplish the following:

- a. Provide safe and healthful workplace and environmentally sound work processes;
- b. Plan long-term institutional strategies;
- c. Determine institutional and infrastructure investment requirements;
- d. Pursue integration and synergies, crosscutting strategies, and investments across multiple Centers;
- e. Approve institutional budgets proposed by the Center;
- f. Develop a long-term institutional investment strategy;
- g. Determine major adjustments to and tradeoffs among the programs and institutions within overall budget availability; and
- h. Assess the performance of the Center in meeting its mission and Center of Excellence responsibilities.

3.3.3. Promote the general welfare and quality of the working life for all employees, assuring that the working environment promotes and fully supports all policies and regulation applicable to health, safety, security, protection of property, ethics, and financial controls activities.

## **3.4 ADDITIONAL RESPONSIBILITIES OF HEADQUARTERS OIC'S FOR FUNCTIONAL OFFICES.**

Functional Office activities fall into any or all of three major categories: functional leadership, staff to the Administrator, and central services. These categories are described in detail in NPG 1000.2, NASA Strategic Management System. In addition to the responsibilities identified in paragraph 3.1, OIC's of Headquarters Functional Offices have the following Agencywide oversight responsibilities:

3.4.1. Establish plans to improve functional performance across the Agency, disseminate internal Agency policies, and in collaboration with the Enterprise AA's and Center Directors, maintain sufficient insight into Enterprise and IPO activities to ensure that they are conducted in accordance with all statutory, regulatory, and fiduciary responsibilities. Advise the Administrator and Senior Managers of potential efficiencies and required compliance to be gained by implementing proposed functional initiatives.

3.4.2. Focus on improving processes, stimulating efficiency in the performance of activities related to the programs, and providing consistency, when consistency serves Agency management objectives, across the Strategic Enterprises.

3.4.3. Oversee the performance of their particular functions across all of the Centers, as well as provide liaison to external organizations performing similar functions and stakeholders who establish Governmentwide policy and

requirements.

### 3.5 SPECIFIC RESPONSIBILITIES UNIQUE TO CENTER DIRECTORS.

In addition to the functions identified in paragraph 3.1, all Center Directors have the following additional specific responsibilities:

- 3.5.1. Manage the day-to-day operations of the Center in support of program roles and missions.
- 3.5.2. Protect the safety of the public, astronauts and pilots, employees, and high-value equipment by fully integrating safety, reliability, quality, and statutory and regulatory compliance within and across all of the Center's plans, facilities, operations, functions, and products.
- 3.5.3. Participate with Headquarters in the continual development of NASA policies and the review of NASA programs.
- 3.5.4. Represent NASA and the Center in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- 3.5.5. Identify specific opportunities for NASA to meet the needs of user organizations through the technology utilization program, including the search for, reporting, and application of new technology, innovations, processes, materials, and devices.

### 3.6 ROLE OF THE INSPECTOR GENERAL.

The Office of the Inspector General follows Agency policies, except when they conflict with the independence and objectivity of the Office of the Inspector General, pursuant to the Inspector General Act (Public Law 95-452), as amended (5 U.S.C. Appendix).

NPG 1000.3																	
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