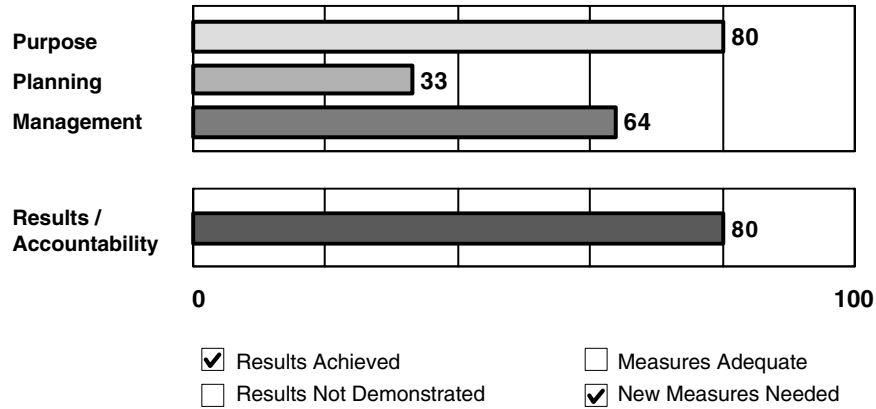


**Program: Space Shuttle**

**Agency:** National Aeronautics and Space Administration

**Bureau:** National Aeronautics and Space Administration



**Key Performance Measures**

**Year Target Actual**

Key Performance Measure	Year	Target	Actual
Long-term Measure: Measures under development			
Annual Measure: Average number of potential flight safety problems (anomalies) per flight	2002	<8	6
	2003	<8	
	2004	<8	
Annual Measure: Percentage of flight objectives achieved Flight objectives include activities such as spacewalks completed or delivery of crew to the Space Station.	2002	100%	100%
	2003	100%	
	2004	100%	

**Rating: Moderately Effective**

**Program Type:** Capital Assets

**Program Summary:**

The Space Shuttle program is primarily responsible for transporting astronauts and cargo to and from the Space Station. The Shuttle program operates and maintains the fleet of Space Shuttles.

The assessment indicates that day-to-day Shuttle operations are generally well managed but the Shuttle program suffers from inadequate long-range, strategic planning. Additional findings include:

1. The program collects timely and credible information on Shuttle operations and continuously assesses and manages risks for safe operations.
2. Under NASA's new Integrated Space Transportation Plan, a Shuttle replacement will take longer to develop than originally anticipated and thus the Shuttle will operate longer than expected.
3. Shuttle operational costs are rising.
4. While the Shuttle program has good measures for tracking the performance of Shuttle operations, there is no clear, measurable relationship between investments in the Space Shuttle and improvements in Shuttle's operational life, flight safety, or facilities conditions. The Shuttle program would also benefit from one or more clear efficiency measures.
5. Several major Shuttle investments have been cancelled due to excessive cost growth. Projected cost growth can sometimes reach 200 percent or more.

In response to these findings, the Administration will:

1. Make investments to extend the Space Shuttle's operational life.
2. Incorporate the Space Shuttle in the President's Competitive Sourcing Initiative and make adjustments in the Shuttle infrastructure to help mitigate cost growth in Shuttle operations.
3. Develop outcome oriented, long-term performance measures for tracking the performance of Shuttle investments and efficiency measures for Shuttle operations.
4. Develop outcome oriented, long-term performance measures and efficiency measures.

(For more information on this program, please see the National Aeronautics and Space Administration chapter in the Budget volume. 2004 estimate reflects NASA's change to full cost budgeting and is not directly comparable with prior years.)

**Program Funding Level (in millions of dollars)**

2002 Actual	2003 Estimate	2004 Estimate
3,270	3,208	3,974