

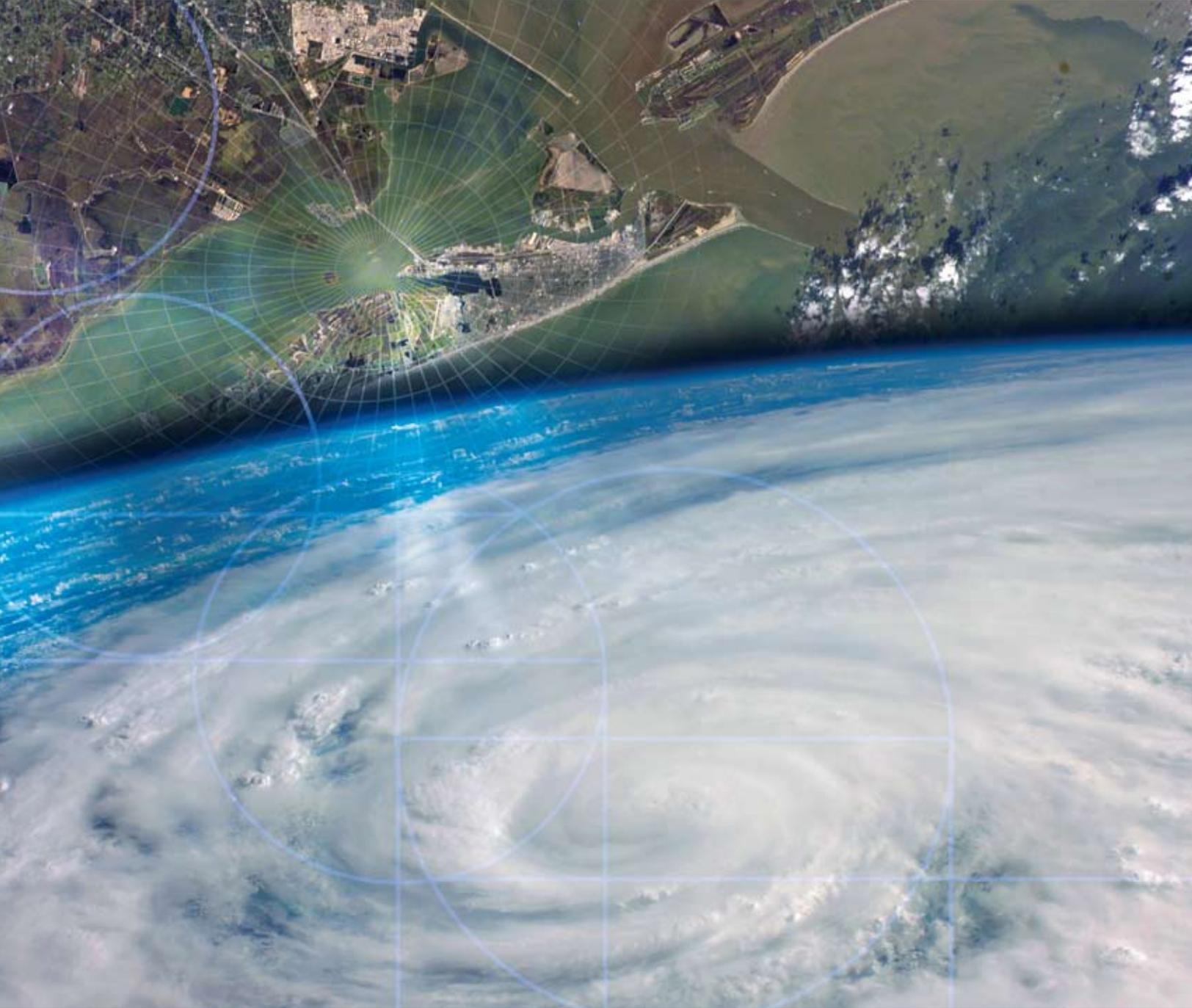
National Aeronautics and Space Administration



Roundup

Lyndon B. Johnson Space Center

November 2008



Hurricane Ike Edition

See how Johnson Space Center took care of its people and mission

JSC Director

This issue of Roundup is dedicated to the Johnson Space Center family, whose commitment to our mission and to each other ensured that Hurricane Ike would not defeat us. Yes, this storm put the JSC team to the test. We had damage to over 160 buildings, which resulted in a significant financial loss to the center. On a personal note, more than 250 of our NASA employees and contractors had homes that were unlivable, while most others suffered some type of damage.



There is no question that we took a blast from Ike, but our teamwork and the “never say quit” spirit allowed us to clean up the center and reopen in a timely manner. The entire JSC team pulled together and worked extremely hard and, more importantly, worked to ensure that our people were taken care of.

You’ll see a good representation of the dedication and hard work that took place in this issue. You’ll read about how teams pulled together to get the job done, all of this taking place while people were struggling to get their personal lives and property back in order. Ike affected everyone in some way or another, and each office has done yeoman’s work to get its individual organization back up and running. To thank everyone for their individual efforts, I would need to list over 15,000 names of our civil servant and contractor team members. Each and every one of you contributed in some special way. Although we can always improve our processes, I think that, overall, they worked well. One area that we do need to improve is getting people to sign up for SyREN and also to call the “report in” number once they are in a safe location.

Considering ongoing station operations, future missions and important planning work we have to do for all of our programs, it is quite amazing that we suffered a hurricane but never missed a beat in the execution of our important work. It is a testament to the many dedicated individuals from each organization and our contract partners. Our folks pulled together following the storm to clean up, and to access systems and facilities, which allowed us to quickly reopen and resume mission operations and training. The days ahead are very important to NASA and, as you know, JSC plays a critical part in mission success.

Some of our team members will be in the recovery and rebuilding mode for some time to come, and we’ll continue to help them get back on their feet. It will take some time for our communities to recover fully; however, through your efforts, the center is back on track carrying out our mission.

As you look through this issue and remember Hurricane Ike, I would ask you to think about what you will do differently the next time. Take some time to share your lessons learned so that we all may benefit from them. Don’t dwell on what happened, but do remember and try to learn something positive from your experiences. Please continue to look out for your coworkers, listen empathetically and help where you can. The strength of JSC is its people, and it was easy to see that your extraordinary work during the good times was amplified during the not-so-good times. The Roundup staff has worked hard to capture many of the Hurricane Ike recovery efforts in your stories and photos. Please share this issue with your families and use it as a tool to not only remember, but to improve how you will prepare for our next hurricane.

Thanks again for your hard work in taking care of each other and enabling us to execute our mission during what was an extremely challenging time.



On the cover:

The cover shot is a blended image of Hurricane Ike heading over Cuba on Sept. 9, taken from the International Space Station, and a view from space of Galveston Island, the Bolivar Peninsula and much of Galveston county, shot on Nov. 4, 2006, also from the station.



Photo of the month:

Teamwork is alive and well after the storm as Johnson Space Center volunteers assist Hurricane Ike victims in Clear Lake Shores, Texas, on Sept. 18.

Photographer: Regan Geeseman

Hurricane Ike

Hurricane Ike was born off the west coast of Africa at the end of August. On the morning of Sept. 1, it was classified as a tropical depression, forming about 1,750 miles east of Puerto Rico. It quickly strengthened to a tropical storm later that afternoon, but no one in the Houston and Galveston areas thought much of it at the time.



Moving west-northwest, Ike reached hurricane status on Sept. 3. Ike rapidly intensified into a major hurricane late that afternoon and into the evening hours, reaching a maximum intensity of 145 mph during the early morning hours on Sept. 4.

Continuing to move west and then west-southwest, Ike began to impact the Turks and Caicos Islands on Sept. 6. On Sept. 7, as a category 4 hurricane, Ike slammed into the island of Great Inagua. By nightfall, Ike moved to the Cuban coast and made another landfall as a major hurricane near the province of Holguin near Punto de Sama, with maximum winds around 125 mph.

Historically, hurricanes that form where Ike did are not supposed to make it to Galveston, but rather curve to the northeast and take to the open Atlantic waters. But Ike, apparently not one for history, continued marching west.

Ike eventually exited the southwest Cuban coastline near Camaguey on Sept. 8. Just prior to crossing the northwest tip of Cuba as a category 1 hurricane with winds close to 80 mph, Ike began producing tropical storm force winds across portions of the Florida Keys. Fortunately for the Keys, Ike would only deliver a glancing blow as the hurricane continued to move west-northwest toward the Gulf Coast as it crossed

the southeast Gulf of Mexico early on Sept. 10.

Over the warm waters of the Gulf, Ike grew in size and intensified to a category 2 storm with maximum winds of 100 mph. Ike continued to track northwest toward the Texas coast as the hurricane crossed the central and northwest Gulf of Mexico. Although Ike's intensity remained a category 2, the cyclone continued to grow and became a very large hurricane. The diameter of tropical storm force winds covered a total of 425 miles from the northwest to southeast as Ike approached the upper Texas coast on Friday, Sept. 12.

Ike made landfall at 2:10 a.m. on Saturday, Sept. 13, near Galveston, Texas. Ike was a category 2 hurricane at landfall with maximum sustained winds of 110 mph.

Hurricane Ike produced a damaging, destructive and deadly storm surge across the upper Texas and southwest Louisiana coasts, and it will likely end up being the third costliest natural disaster in the United States behind Hurricanes Katrina and Andrew.



Yolanda Marshall

Director, Safety and Mission Assurance

Hurricane Ike was just the latest event to challenge the strength of the NASA family. We have been through good times and bad, but the fact is we always look out for each other. Contractors and civil servants alike banded together after Ike to get things done both personally and professionally. Because safety has been so engrained in our culture, we came through the Ike recovery period without a serious injury. You should be commended for that, given the unusual conditions taking place not only on site, but especially off site and on the roadways.

Many of you were out there helping your fellow employees, friends and neighbors clean up their yards, chop down tree limbs or temporarily power up their homes. You used chain saws, shovels, rakes and generators. Amazingly, there were no reports of any major injuries. An accident? I don't think so. It was your personal safety culture that kicked in while at home that kept you and your family safe. Your heightened situational awareness guided you through and around unsafe situations. You may not remember, but you stopped ever so briefly and thought about the risks involved in each task.

The mental aspects of making a safe decision during times of stress are just as important as the physical decisions that you make. We learn a lot about ourselves during difficult times. The one thing that we need to be consistent, however, is our approach to safety. It needs to be automatic in our thinking and in our daily activities.

The fact that we had no serious injuries in a population of more than 15,000 employees and their families was no accident. It wasn't luck, and all the "knocking on wood," including downed tree limbs, didn't get it done. It was you and the way you approached each and every task that kept us all safe.



An unforgettable ride

This was no dress rehearsal—Hurricane Ike was the real deal. And nobody knows that better than the members of the Johnson Space Center Ride-out Team, who stayed

able to stay online or come back online fairly quickly. But without the planning and dedication of the volunteers on the ride-out, it would not have been possible to be operational as quickly as we

were,” said Ric Hewitt, Physical Security specialist and Incident Command Operations chief during the hurricane.

Hunkering down in Building 30 while Ike raged outside was “spooky,”

according to Gaffney. “It certainly rattled the buildings.”

But thankfully, no one at the center was ever in dire straits during the height of the storm. Aside from sleeping on cots or in sleeping bags, suffering through a few Meals Ready to Eat, enduring some episodes of total darkness and discovering who snores and who does not, the team navigated the challenge successfully.

The Ride-out Team was comprised of an eclectic



Joel Walker
Director, Center Operations

It's been over a month since Ike came ashore and dramatically changed our landscape. I want to take a second to thank the many folks who worked so hard to plan and prepare for Ike, who monitored the site during the storm and helped Johnson Space Center recover and get back to normal business so quickly. As director of Center Operations, I was very concerned about the predicted storm surge. It was a great relief to hear from the Ride-out Team that flood waters did not enter our buildings or the tunnel system.

The real impact of Ike became apparent as we began conducting our building-by-building assessments and began to see the aftermath of numerous roof leaks and failures, water intrusion through windows and walls and broken and scattered debris from buildings, structures, trees and equipment. Three-fourths of our roofs sustained damage of some sort.

But just as quickly as the storm passed, we started working to get JSC up and running. Many employees who had significant damage at home, or no home at all, reported for duty and did an incredible job getting the site ready to re-open. The dedication and perseverance of the NASA team really shined. As we get back to our more normal routines at work, we need to remember to keep helping the folks hit hardest in their personal lives so we can fully recover our most important asset—our people.



NASA/PHOTO jsc2008e116271

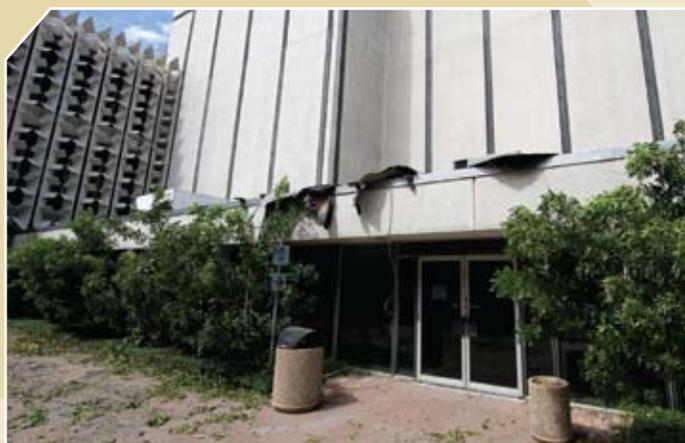
Teams begin the task of damage assessment from the ride-out headquarters in Building 30.

behind to ensure the center's protection and oversee the quick return of normal operations ... at a time when “normalcy” was the hottest commodity in town.

“It's the storm we've been waiting for,” said Bob Gaffney, JSC's emergency preparedness coordinator. “I heard a sound bite on the news a week after the storm: ‘I didn't know a hurricane could do that much damage.’ You just don't know until you go through it.”

JSC definitely went through it. The Ride-out Team got extremely up close and personal with the stormy entity dubbed Ike, all for the good of the center.

“If the center evacuated totally, we could lose all the cooling, water and electricity to the site. Though we have a contingency to remotely run the International Space Station, it would take longer to get the center back to 85 percent. As it was, we did not sustain any measurable damage to utility infrastructure, so we were



NASA/OLAF jsc2008e116268

assortment of individuals from various directorates at JSC, some of which included the Center Operations Directorate, Employee Assistance Program, JSC Clinic, Security, Office of Communications and Public Affairs, Logistics, Finance, Environmental Office and more.

Even NASA Headquarters was dialed in to assist.

“In the JSC Hurricane Plan, this is the first time we've actually operated it under the Incident Command structure, and it worked fine,” Gaffney said. In fact, there was nothing but praise for the entire team who rode out the storm and those that worked tirelessly to get the center back during the recovery phase of the operation.

“Teamwork, teamwork,” Hewitt said. “Everyone jelled. We knew what the center director expected of us, and we took the challenge seriously and worked together to accomplish the task. The team knew that if we didn't prepare the center properly, it could cause more damage and re-opening would take longer, thus impacting other coworkers and the

Ike puts the center and the Ride-out Team to the test

By Catherine E. Ragin



NASA/BLAIR | jsc2008e116311

center's mission."

Through the ride-out and recovery, there were twice-daily teleconferences with the Incident Command Center and general staff. Also, the Incident Command Center kept the senior staff and NASA Headquarters abreast of the latest developments.

"We discussed in the morning what we planned to get done for the day, either getting ready, shifting resources, making sure things got done quickly," Gaffney

said. "At the end of the day, we would have another tag-up to discuss if we did everything we needed to do and generate objectives for the next shift. In the morning, you'd do it all over again."

During the storm and aftermath, contingencies were in place for when JSC lost capabilities to communicate with employees. There were a few times when updates to the Employee Information Lines and SyREN,

the Systematic Recall and Emergency Notification System, were done from Austin, JSC's alternate operating location during emergencies.

Because the Ride-out Team was in place, almost immediately following the storm, when it was safe to emerge, damage assessments began. And because the initial assessments could be completed quickly, the more in-depth analyses were able to get underway sooner, which led to swift repairs. The center was closed for a week, which is an amazingly short amount of time considering the sheer amount of facilities that had to be cleaned, repaired or declared safe for workers to return.

"Everyone involved took care of each other to ensure the team members had their families' needs met. Knowing their families were

taken care of, the team was able to focus on the monumental task of preparing the center. They did a fantastic job getting us to shutdown and preparing us to re-open," Hewitt said.

The coordinated effort to get the center operational again was unprecedented. For a first time in putting the hurricane plan to the absolute test, the teams proved that preparation can make all the difference.

But, however exciting it may seem to ride out a hurricane, Gaffney warns that no one should do it unless there is no other option.

"I hope we can do a better job communicating the potential intensity and damage from a storm," Gaffney said. "Bolivar Peninsula was an example—in front of a storm is just not the place to be."



Dr. Jeffrey R. Davis

Director, Space Life Sciences

The Center Operations Team led by Joel Walker did a fantastic job of preparation, ride-out and recovery during Hurricane Ike. Space Life Sciences personnel from the Clinical Services Branch provided key services to the Johnson Space Center Hurricane Ride-out and Recovery Teams, including medical, industrial hygiene and Employee Assistance Program (EAP) services.

Specifically, the medical team deployed a small emergency medicine clinic in the command post in Building 30, and the industrial hygienist provided consultation for public health issues. This team ensured the safe care of Space Life Sciences assets, including medications and immunizations from our clinics and the frozen archived flight samples that are stored in Building 30.

Following the storm, the medical support moved to the JSC Occupational Health Clinic. The clinic provided urgent care to all JSC team members, and the team was grateful for assistance from the Stennis Space Center Occupational Health Team. The Field Industrial Hygiene and Public Health Team assisted with inspections of every building on site and cleared the well water for potable use until the Clear Lake Water Authority provided potable water to the center. During recovery, the EAP provided Critical Incident Stress debriefings for employees, and these services are ongoing today.



NASA/BLAIR | jsc2008e116292

The Space Shuttle Program's Mission Evaluation Room conference room sustained major water damage from Hurricane Ike.

JSC Employee Stories

I watched from the back of the group as my mom bowed her head and began to pray aloud. After a few words, the pain of loss began to quiver in her voice. My eyes opened as one of her coworkers reached out and placed his hands on her shoulders. Her eyes closed again and I could hear relief and joy in the tone of her voice as she thanked God for the progress we were making as a team. I sat in amazement as the 20 of us ate our lunches under the shade of a young oak not far from the rubbed contents of my house. Words cannot express the gratitude my family and I have for the NASA and Diamond Group family that reached out to help us during our time of need.

L. Therese Ramirez

JSC Security, Technical Support Services,
Diamond Group



Debra L. Johnson

Director, Office of Procurement

What do you get when you combine a low-pressure system, the end of the fiscal year, use-or-lose funding, roof and structural repairs, power outages and the displacement of 80-plus Procurement personnel (housed immediately in Building 12 due to the heroic efforts of the Information Resources Directorate and Center Operations Directorate)? With any normal Procurement organization, this would be a train wreck. In Johnson Space Center's Procurement Office, this scenario, even at year-end, was seamless and went on without the skip of a beat.

Procurement personnel filled in for each other, heedless of job descriptions or titles, when coworkers were faced with personal difficulties. They cooperated with other organizations—the Financial Management Directorate, resource analysts, NASA Headquarters and the NASA Shared Services Center—to develop real-time workarounds to not only complete the year-end buying but perform emergency purchasing so that the center was up and running after only six-and-a-half days. And, if this is not enough, JSC finished the year ranked as the number one center for Fiscal Year 2008 two-year funding, considering both dollar value and actions, accomplishing 99.9 percent of our obligations. So, next time you see one of the Procurement folks, thank them for a job well done.



Folks in the Procurement Office worked tirelessly on year-end funding issues despite being temporarily relocated to Building 12 after Ike.

My wife and I returned to our Galveston Island home to find that floodwaters had destroyed everything under our house and in the garage, but had stopped six inches from our living spaces. Many of our neighbors were not as lucky. A crew from the Constellation Program Office offered not only their time to help us clean up, but (also) to assist our friends and neighbors in recovering from the storm. Special thanks go to Kevin Orr, Stephen Voels, Tom Moody, Stace Garrett, Tim Wood and Adam Burkey for their efforts to help Galveston Island recover.

Bryan Smouter

Systems Engineer,
The Boeing Company

I've heard it said that difficult situations bring out the best and the worst in people. I observed Ike bring out the best in people. There are many examples that I can share, from neighbors handing out free food and drinks to anyone in need—to friends opening up their homes, lending furniture and a helping hand. Of all the examples of selfless service I observed, I want to share with you the story of Mike Fossum and his family. Before I returned to Houston, Mike and his family were already in my home doing the hard and dirty work necessary to save my home from mold. Mike and his entire family spent every day for a solid week helping us dig through the mess left after Ike. When Mike met a neighbor of mine in need, even though he was a complete stranger, he brought his Boy Scout troop to the man's home and did all the work that was necessary to stabilize the home and save it from the onset of mold. Mike Fossum and his family are true heroes of Ike. Their example of selfless service to others is truly inspirational.

Ron Garan

NASA Astronaut



In 2007, I became a member of the Community Emergency

Response Team, where everyday citizens can become a part of the solution in the wake of disasters in their community. As a part of that effort, we were called to the Emergency Operations Center to verify 2-1-1 participants' information and to go to the Texas City High School to check in the buses and drivers that were there to evacuate the Galveston County residents in need. After the storm, we were deployed to help direct traffic and check residents back into the area.

Jenna Contenta

Change Package Manager,
Barrios Technology

I volunteer with the League City Volunteer Fire Department

and am a member of our Water Rescue Team. I worked 95 hours in the six days during and after the storm, searching flooded and damaged homes looking for trapped victims, fighting fires started by restored power to flooded or damaged homes and even transporting a pregnant woman in labor when the winds were too high for the ambulances to run. We also assisted Seabrook's Fire Department with search-and-recovery operations and running their fire calls so they could tend to their own homes and families.

Tim Fisher

Lead System Engineer, Crew Exploration
Vehicle Parachute Assembly System



John Beall,

Johnson Space Center Chief Financial Officer

As the employees of Johnson Space Center returned to work while continuing to recover from the impacts of Ike, I witnessed across the entire JSC community an extraordinary display of professionalism, teamwork and positive attitude that brought the center together. While some very dedicated people were engaged in the center recovery effort, others were ensuring we maintain our mission and program focus.

There was an equally dedicated group of employees working to bring the center business operations back online as quickly and seamlessly as possible, including making up a week-and-a-half of lost fiscal year-end schedule. It was also a highly compressed effort that touched every organization at the center but especially the Procurement, Resources and Finance organizations.

The teams worked together in every aspect of the center business recovery. They returned after the center reopened to a payroll that was due, hundreds of invoices waiting to be paid and contract funding actions in the queue, in addition to an extremely labor-intensive, year-end closing process that was significantly gapped.

It wasn't easy. There were long hours required, but with professionalism, teamwork, a positive attitude and a real desire to be successful, it made for a very thriving year end. I truly believe this is the most dedicated and talented group of Procurement, Resources and Finance employees in the agency.

My family and I are amazed and appreciative for the love

and support expressed by the Center Operations Directorate Project Cleanup volunteers that showed up at our residence to perform yard work, move furniture, remove/haul sheetrock, clean, sweep, etc. Everyone worked so hard, and a lot of work was accomplished within such a short time. We will never forget this memory and we'll always be grateful and treasure our NASA family and friends, for it is during these hard times when your family, friends and coworkers pull through for support. Thank you, Penny Roberts, for the loan of a generator. God bless you all!

Sylvia Ramirez

Land-Mobile Radio Communications Program Specialist

Backup Control Center at Marshall comes online just in time

By Sean Wilson

Hurricane Ike forced the evacuation of thousands of people in the Houston area—including International Space Station mission control operations. Luckily, they had somewhere to go.

Since the beginning of the program, station Backup Control Center (BCC) capabilities have been located in Moscow. The capabilities for managing U.S. systems from Moscow was very limited and the overseas location required significant logistics coordination to support BCC operations.

Experience with Hurricanes Lili, Katrina and Rita demonstrated the need to establish an alternate mission control capability here in the United States. In response, a new station BCC project was kicked off in the fall of 2006 at the Huntsville Operations Support Center (HOSC) at Marshall Space Flight Center (MSFC).

With the new BCC, mission control has two options for support in the event of a contingency. Johnson Space Center can conduct operations from Huntsville by sending the BCC team to MSFC, or activate the Backup Advisory Team (BAT). The BAT is a condensed flight control team that can connect to BCC-HOSC workstations via laptops from a remote location outside of the Houston area.

The timing for bringing the facility online could not have been better.

"We had no idea it would be used to this extent just weeks after it was approved for use," said Mary Lawrence, BAT system lead, "but I'm tremendously thankful to those that made sure we got it right."

On Sept. 10, with Ike threatening the upper Texas coast, the station in orbit and a Progress docking on the horizon, both teams were activated to set up remote operations. While the BCC team headed to MSFC, the BAT relocated outside of the Austin area and began controlling the station on Sept. 11—two days before Hurricane Ike hit the Texas coast.

"For a while, Ike was a distraction," said Bryan Snook, who has been working on this project for six years. "I didn't want to know what was going on back home because I was working and couldn't do much about it."

On Sept. 14, in preparation for the Progress docking, the Austin team shut down and transferred operations—a first for MSFC, and only a month since the facility was certified.

"The Progress docking really pushed us to a real-time operations mode," said Mitch Venable, station ground controller and one of the first on the scene at the BCC.

But real-time operations are just what these teams are cut out for.

"The team's gritty determination to work through the situation—people working 13-hour shifts—everyone stayed in the ballgame," Snook said. Extra flight controllers were flown in to get up to 12 people per shift for the Progress docking.

By docking day, all team members knew at least the basics on the status of their homes and loved ones, and they also knew a plan was in the works to get them home.

"What makes me more proud than anything else is not the fact that the BCC performed as planned, but that I was part of an effort that truly epitomizes NASA's goal of 'One NASA,'" said Nick Bornas of MSFC.

The BCC team handed operations back over to Houston mission

control on Friday, Sept. 19.

BCC Flight Director Dana Weigel summed it up. "This is one for the history books. I hope we don't have to repeat it, but I know if we do, we'll be ready."



MASA/Marshall Space Flight Center_jsc2008e121162



Natalie Saiz

Director, Human Resources Office

There are some amazing stories surrounding Hurricane Ike, but what touched me most was the way the Johnson Space Center community pulled together. The first Monday following the hurricane, we worked with your directors, program managers and contractor leaders to make sure we had accounted for all our employees. One director actually drove to the homes of employees she hadn't heard from! By the end of the week, we had accounted for everyone.

We also worked with the organizations to assess damage to employee homes—categorizing individuals as either red, yellow or green. "Red" meant that the employee's primary residence was unlivable. "Yellow" meant the employee may have had damage and/or was without power or water. "Green" meant employees generally sustained minimal damage but were otherwise able to return to work once the center reopened. This categorization also helped the Employee Assistance Program conduct employee debriefings. Unfortunately, 280 team members (civil servant and contractor) were "red," but that number continues to improve.

In addition, the JSC Exchange accepted monetary donations, which were converted to store-valued cards and distributed to over 50 significantly impacted employees.

Employee communications is very important during a crisis, and while we've heard that communications improved quite a bit from previous storms, we still have room to improve. In partnership with the External Relations, Center Operations and the Human Resources Offices, we are working on a team chartered by Center Director Mike Coats to review lessons learned and make the necessary improvements.

While Hurricane Ike certainly caused hardship for many, it's heartwarming to see the generosity and genuine concern for others from so many people. It's times like this where we are reminded, once again, working at JSC is truly awesome!

Compassion and caring:

the 'MOD Squad' excels at one of its most unique missions yet

By Kelly Humphries

The Mission Operations Directorate (MOD) crew, or "MOD Squad," started out as a way for post-Hurricane Ike volunteers to provide some peace of mind for the flight controllers who had evacuated to serve as a backup Mission Control for the International Space Station.

But the morning gathering at a local grocery parking lot quickly grew so large that the organizers couldn't keep track of all the volunteers' names. In retrospect, an estimated 303 MOD employees ended up pitching in to help their coworkers, retirees and neighbors clean up after the storm that left much of the Houston area in tatters.

They brought chain saws, sledge hammers, trailers and other equipment with them, donating tools of demolition and cleanup in addition to their time.



NASA PHOTO

Because so many JSC team members live near the coast, quite a few had catastrophic damage to their homes.

Carey Cobb, a 20-year NASA veteran and chief of MOD's Environmental Systems Branch, helped organize the effort, along with Expedition Vehicle Division Chief Rob Banfield and Space Transportation Vehicle Division Chief Stan Schaefer.

On the Saturday following Ike's rampage, Cobb was driving around to survey the damage and got to thinking about the backup Mission Control team members working in Round Rock, Texas, and Huntsville, Ala., who didn't know whether it would be days or weeks before they could return home.

"I got a sense of what these folks were going to have to come back to," Cobb said. "The first day was devoted to giving them peace of mind, knowing something about their homes. The idea came to us that we could give them some help cleaning things up. It was the least we could do to go to their homes, cut trees down and get their property taken care of."

Cobb said the volunteers decided to meet in the parking lot the Wednesday after the storm to identify the resources needed at each site and send the right number people and equipment to do each job. After they cleaned up five or six sites the first day, they decided to pull together several similar efforts into an even more coordinated approach the following day. They developed a communications chain that generally involved a volunteer assessor visiting each site, relaying information to

Banfield and Cobb, who would then dispatch the teams from the store parking lot, which became a sort of command post for coordinating the necessary equipment and resources and redistributing volunteers among the sites. Schaefer worked as a coordinator at many of the work sites.

"(It's) great to see how people stepped up on their own to fill the immediate need, and then within a day, we had organized efforts in work," Schaefer wrote during the cleanup. "It is truly a great day to be in MOD."

MOD division chiefs got the word out that help was available and volunteers were needed. The number of jobs increased, but so did the number of volunteers. By the time it was over, the MOD Squad had cleaned up 30 to 40 homes with the help of about 303 volunteers, comprised of civil servants and United Space Alliance and Barrios Technology employees. Once the parking lot command post was closed down, each MOD division continued to organize more cleanup efforts to help their personnel.

"We never had to ask for help," Robert Frost and Marta Durham wrote to Center Director Mike Coats. "Over the next few days, many people from Expedition Vehicle Division/DI and some of the other divisions descended on our house. Some we'd never met, and so many that we are afraid to list them because we know we'll miss a few."

"Everyone brought their own resources," Cobb said. "We networked to find special things like trailers and unique pieces of equipment."

Several people who couldn't volunteer their labor donated money, which was used to purchase things like filter masks worn by the volunteers who dealt with an increasing number of homes that had been flooded. As more flood victims began to report their needs, the effort shifted from tasks such as chain-sawing fallen trees to ripping out soggy carpet and sheetrock.

"The real success of this effort was the incredible spirit of compassion displayed by the many volunteers who showed up willing to spend their time to help people who, in many cases, they may not have even known," Cobb said. "They simply knew their MOD teammates needed help and stepped up to meet that need. The character of these people and their willingness to give to their teammates should make us all very proud."



NASA PHOTO

The MOD Squad was activated so that JSC team members could help their friends and coworkers recover from the storm.

Gilruth R&R Station served 500 who were without power

By Heather Nicholson

The place where many people stay healthy morphed into a center of refuge for the hundreds of Johnson Space Center employees out of power in the weeks following Hurricane Ike.

The Gilruth Center turned into a Recharge and Refresh (R&R)

Station on Sept. 17, supporting about 500 area employees who needed Internet access, electrical outlets or just a plain ol' shower. 30 volunteers, donating not only their time but also bottled water, batteries, canned-food items, flashlights, battery-operated lanterns, diapers, ice chests and coolers, tarps, extension cords and charcoal.

Even though the fitness equipment was not in use, Conder

amenities were the showers and the use of electrical outlets to charge cell phones or use hair dryers. In addition, the R&R

Columbia tragedy, the Gilruth Center had never been used in this capacity before. Conder said she is proud that the newly



MASA/GEISEMAN jsc2008e117437



MASA/GEISEMAN jsc2008e117432

Station provided a clean, safe and familiar environment for JSC team members unable to comfortably occupy their own homes during the day, TV news coverage, family-oriented movies, a counselor and food.

Other than offering free meals to employees working during the

conceived effort was up and running so quickly.

"We've done similar things, but nothing to this magnitude. It all happened so quickly—in a matter of hours," Conder said. "I got a call the day after Ike hit and we turned the (Gilruth) center around in just over 24 hours."

Station on Sept. 17, supporting about 500 area employees who needed Internet access, electrical outlets or just a plain ol' shower.

"We knew we wanted to do something to help. The Gilruth is such a well-known facility, and since it was in such good shape we knew we had to do something," said Debbie Conder, manager of Exchange Operations - Starport.

The R&R Station was available for two weeks after Ike for civil servants, contractors and their families, who were still grappling without power and/or potable water. While other areas of the center remained closed, Gilruth opened its doors with about

said about 100 people per day came in to use their computers. As the most popular amenity offered to employees, Conder said it spoke volumes about the needs of our society.

"People were excited to come in and check their e-mails, communicate with friends and family and just get online to find out what was going on," Conder said. "It was a statement of where we are in society ... so reliant on technology."

Other popular



MASA/MARKOWITZ jsc2008e117472

WANTED: Life before Ike

Employees offer furniture, clothes to those who lost everything

By Heather Nicholson

To further ease the burden brought on by Hurricane Ike, Johnson Space Center initiated an Ike-only Swap Shop for the 250 team members who lost their homes. The center's Web-based shop for furniture, clothes, appliances and even volunteer labor was set up to connect the employees who wanted to help with the employees who needed help.

"We know there are a lot of people in the community with needs, but we wanted to prioritize to those who lost their homes," said Brady Pyle, lead Employee Recovery Advocate in the Human Resources Office.

Since the Ike-only Swap Shop has gone online, more than 200 donations have been received. Pyle said about 25 percent of that has been accepted by team members without homes.

"More and more people are beginning to access it," Pyle said. "A lot of people are in temporary homes and may not have a need for furniture for a while."

This is not the first time JSC team members have bartered, sold and swapped personal items. For some time, a Web-based Swap Shop has been available to JSC team members for free, allowing them to post items for sale, free giveaways or browse area rental properties.

The Information Resources Directorate (IRD) monitors this site and was instrumental in setting up the Ike Swap Shop.

"The JSC community has responded with open arms to those who lost homes and goods in the storm," said Larry Sweet, IRD director. "IRD also quickly created temporary offices on site for displaced employees and set up computer support for the Gilruth Recharge and Refresh Station."

Because of the substantial damage caused by Hurricane Ike, the recovery effort was significant for IRD. Restoration of systems and tools for personnel was key to a smooth transition back to work. In less than one week, IRD repaired and started all critical systems such as e-mail, Internet, phones and applications.

As Sweet explained, much like a first responder, this effort paved the way for uninterrupted service as employees returned to their workstations. In addition, imagery support of space operations and printing services were quickly brought online to support real-time mission requirements.

"Hurricane preparation is a collaborative effort between our civil servant and contractor personnel. IRD focused pre-Ike activities on shutting down institutional and mission-related systems in a specific sequence to protect them from storm damage," Sweet said. "Coordination with affected groups such as Mission Operations, Center Operations, White Sands Test Facility, JSC users, Information Technology support personnel, near-site contractors and the NASA

NOMAD e-mail system is essential in ensuring one action does not adversely affect another."

The Ike Swap Shop will be available throughout November, and the center plans to reassess its need in about month to determine how long it should stay online.



NASA/GEESEMAN jsc2008e117434



Dot Swanson

Deputy Director, Information Resources Directorate (IRD)

Hurricane preparation is a collaborative effort between our civil servant and contractor personnel.

IRD is a key component of the institutional capabilities enabling the mission on a day-to-day basis: maintaining the Internet, servers, databases and applications, e-mail and the phone system. Our plan is documented and tested annually to ensure an orderly shutdown and recovery of vital assets necessary for operations. IRD focused pre-Ike activities in shutting down institutional and mission-related systems in a specific sequence to protect them from storm damage.

Because of the substantial damage caused by Ike, the recovery effort was significant for IRD. Restoration of systems and tools for our personnel was key to a smooth transition back to work. In less than one week, IRD repaired and started up all critical systems such as e-mail, Internet, phones and applications, paving the way for uninterrupted service as employees returned to their worksite. In addition, imagery support of space operations and printing services were quickly brought online to support real-time mission requirements.

IRD also quickly created temporary offices on site for displaced employees and set up computer support for the Gilruth Recharge and Refresh Station.

The JSC community responded with open arms to those who lost homes and goods in the storm. JSC Recovery Advocates matched up donations to people in need of items or assistance.

**Donate items to the
Ike Swap Shop at:**

<http://www6.jsc.nasa.gov/jscteam/HaveNeed/>

It's **time** to go fly!

While the Texas Gulf Coast was still reeling from Hurricane Ike, a more tranquil event took place on another coastline.



With two rainbows framing the Launch Complex 39 area in the early morning of Sept. 19 at NASA's Kennedy Space Center in Florida, Space Shuttle *Atlantis* (foreground) sat on Launch Pad 39A, and Space Shuttle *Endeavour* on Launch Pad 39B, with both rotating service structures retracted.

For the first time since July 2001, two shuttles were on the launch pads at the same time. *Endeavour* was to stand by at pad B in the unlikely event that a rescue mission was necessary during *Atlantis*' STS-125 mission to repair NASA's Hubble Space Telescope. However, due to circumstances revolving around Hubble's repair, STS-125 has now been postponed to a date to be determined.

Endeavour moved from Launch Pad 39B to Launch Pad A on Oct. 23 to prepare for liftoff of STS-126, which is slated for November.

Ode to Ike

There once was a
guy named Ike
He came into town
scattered things around
and then he took a hike.

We ran for the hills
it gave us all the chills
as we waited through
the night.

When we returned
we saw things that
had churned
and many things that
were not right.

So we got our tools
and worked like fools
to get everything
back in place.

With sweat on our brow
we worked at great pace
to get our folks
ready for space.

We survived Ike's eye
and as we looked to the sky
we wondered what
was next.

We'll do what we know
and get ready to go
now that it is clear.

So after a sigh
and water to our thigh
It's time to go fly!

Roundup

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