APPENDIX A

CHARGE MEMORANDUM

National Aeronautics and Space Administration and

U.S. Department of Energy

JOINT OVERSIGHT GROUP

TO: Mr. David Betz, NASA/Goddard Space Flight Center; and

Mr. Daniel Lehman, Director, Construction Management Support Division, SC-81

Date: JUN 2 4 2002

RE: Request to Conduct a "Delta" Preliminary Design and Baseline Review of the Large Area Telescope Project

The Department of Energy (DOE) and the National Aeronautics and Space Administration (NASA) Joint Oversight Group (JOG) for the Large Area Telescope (LAT) project on the Gamma-ray Large Area Space Telescope (GLAST) Mission requests that a follow—on "Delta" Preliminary Design and Baseline Review be conducted on July 30 - August 1, 2002, at the Stanford Linear Accelerator Center (SLAC). The LAT is the principal scientific instrument to be flown on the NASA GLAST mission, scheduled for launch in 2006.

This review follows the joint DOE/NASA Preliminary Design Review (PDR) and Baseline Review of the LAT project at SLAC in January 2002. Four subsystems (Calorimeter, Anti-Coincidence Detector, Mechanical/Thermal, and Integration and Test) were deemed not ready for the DOE baselining status of the technical design, cost, schedule, and management structure in this review. Only one subsystem (Mechanical/Thermal) did not pass for technical issues. All subsystems except Mechanical/Thermal passed the NASA/PDR part of the review, which focuses on the technical design of each subsystem and the integrated instrument in addition to being concerned with its cost, schedule, and management structure.

The purpose of the review is to carry out an integrated examination of each of the four subsystems that did not pass the January review. This should cover cost, schedule and management aspects of these subsystems as well as technical aspects of the Mechanical/Thermal subsystem. There have been changes to the overall project since January and the committee should evaluate the cost, schedule and management of the entire project, keeping in mind the issues highlighted from past reviews.

In performance of a general assessment of progress, current status, and the identification of potential issues, the committee should address the following specific items:

- 1. Overall Project: Identify any changes made to the project plans (technical, cost, schedule, management) since the January 2002 review and comment on their impact.
- 2. Technical Progress: Review the technical progress of the subsystems that did not pass the January review, with special concentration on the Mechanical/Thermal subsystem, which still had technical issues at that time. Review the proposed design and associated implementation approach and resources and comment on whether they adequately satisfy the performance requirements.

- 3. Cost: Is the cost estimate consistent with the plan to deliver the LAT with the stated technical performance?
- 4. Risk: Assess the project's risk analysis, which should address technical, cost, and schedule risks. How effective is the project's management of these risks? Are the contingency funds and schedule float adequate and being utilized at an appropriate rate?
- 5. International Contributions: What is the status of the international contributions, and what is the schedule for finalizing these commitments? Are these consistent with the schedule?
- 6. Schedule: Is the proposed schedule reasonable and appropriate in view of the technical tasks and projected funding profiles? Have the various subsystem schedules been incorporated in a well-understood way, relative to product flow, critical paths, and linkage between various activities?
- 7. Management: Evaluate the management structure, including the relationships to the GLAST Mission organization and relationships with foreign entities, as to its adequacy to deliver the LAT within specifications, budget, and schedule.

Liz Citrin is the project manager for the GLAST Mission at NASA and will serve as the NASA contact person for the review. Kathleen Turner is the program manager for the LAT project at DOE and will serve as the DOE contact person for the review.

We appreciate your assistance in this matter. As you know, these reviews are an important element of the NASA/DOE joint oversight of the GLAST/LAT Project. They help to ensure that the U.S. astro-particle physics program remains robust and meets its commitments on cost and schedule.

You are asked to submit a formal report by October 1, 2002.

Paul Hertz

NASA Co-Chair

Office of Space Science

NASA Headquarters

Washington, DC 20546

John R. O'Fallon

OF Co-Chair

Division of High Energy Physics

U.S. Department of Energy

Germantown, MD 20874

APPENDIX B

REVIEW PARTICIPANTS

Department of Energy/National Aeronautics and Space Administration Review of the GLAST Large Area Telescope (LAT) Project July 30-August 1, 2002

Daniel R. Lehman, DOE Co-Chairperson

David Betz, NASA Co-Chairperson*

APPENDIX C

REVIEW AGENDA

Department of Energy/National Aeronautics and Space Administration Review of the

GLAST Large Area Telescope (LAT) Project

AGENDA

Tuesday, July 30, 2002—Building 48, Redwood Room

8:00 am	DOE/NASA Executive Session	D. Lehman/D. Betz
9:00 am	Welcome	P.Drell
9:10 am	Introduction and Overview	P. Michelson
10:00 am	Break	
10:15 am	Management, Cost, Schedule	W. Althouse
11:00 am	Technical Status	S. Ritz
12:00 pm	Working lunch—Redwood Room	
1:00 pm	Breakout Subcommittee Working Sessions	
	(SC room assignments on following page)	
3:00 pm	Break	
3:15 pm	Continued Breakout Subcommittee Working Sessions	
4:30 pm	Subcommittee Executive Sessions	
5:00 pm	DOE/NASA Executive Session—Redwood Rooms A & B	
6:30 pm	Adjourn	

Wednesday, July 31, 2002

8:00 am	Continued Breakout Subcommittee Working Sessions
10:00 am	Break
10:15 am	Continued Breakout Subcommittee Working Sessions
12:00 pm	Working lunch–Redwood Rooms A & B
1:00 pm	Subcommittee Executive Sessions
1:30 pm	DOE/NASA Executive Session with LAT Management–Redwood Rooms A &B
2:00 pm	DOE/NASA Executive Session–Redwood Rooms A & B

Thursday, August 1, 2002

8:00 am	DOE/NASA Executive Session/Writing/Closeout Dry Run
11:00 am	Closeout with DOE/NASA and GLAST/LAT Team
12:00 pm	Adjourn

APPENDIX D

COST TABLES and SCHEDULE CHARTS

Activity Description	Target Finish Date	Variance	Finish Date	FY01 FY02 FY03 FY04	FY05 FY06
DOE Headquarters (Level 1)					
CD-0 Approval	06/25/01A	0	06/25/01A	-	
CD-1 Approval	07/01/02*	0	07/01/02*		
CD-2 Approval	12/13/02*	0	12/13/02*	>	
CD-3 Approval	07/15/03*	;	07/15/03*		
TEM Power Supply Eng. Model 2 Complete	03/15/04*	0	03/15/04*		
Flight GRID Complete	09/15/04*	0	09/15/04*		
LAT Integrated on Thermal-Vacuum Mount	07/15/05*	0	07/15/05*		
LAT Shipment for Observatory Integration	10/17/05*	0	10/17/05*		· >+.
CD-4 Approval	12/15/05*	0	12/15/05*		>+
DOE/NASA Project Managers (Level 2)					
Launch Balloon Flight	08/01/01A	10	08/01/01A		
Instrument Preliminary Design Review	01/08/02A	0	01/08/02A		
I-CDR (Critical Design Review)	04/30/03*	0	04/30/03*	D◆	
TKR, CAL FM A, B Available for Calibration Unit	02/17/04*	0	02/17/04*		
Start LAT Integration	06/15/04*	0	06/15/04*		
Pre Environmental Testing Review	02/15/05*	0	02/15/05*		
PSR-(Instrument Pre-Ship Review)	07/07/05*	0	07/07/05*		
LAT Ready for Integration (RFI) to Spacecraft	09/22/05*	0	09/22/05*		>•
Run Date 07/25/02 09:19	GLAST LAT PROJECT Project Milestones (Level 1-2)	JECT Level 1-2)	LA13 21 - MS	LA13 21 - MS (L1-2)/21- MS (L1-2)	Sheet 1
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Cost Estimate by Fiscal Year Escalated \$K	timate Escal	mate by Fis Escalated \$K	scal Ye	ar FY03	FY04	FY05	Cumulative
4.1.1 INSTRUMENT MANAGEMENT	389	2,043	2,763	2,316	2,189	1,903	11,602
4.1.2 SYSTEM ENGINEERING	26	833	1,332	984	778	693	4,647
4.1.4 TRACKER	316	2,878	2,160	2,761	1,381	381	9,877
4.1.5 CALORIMETER	698	1,643	3,867	4,606	4,959	1,574	17,348
4.1.6 ANTICOINCIDENCE DETECTOR	441	880	3,217	3,091	2,005	645	10,280
4.1.7 ELECTRONICS	692	930	1,727	5,427	5,938	1,025	15,738
4.1.8 MECHANICAL SYSTEMS	0	451	2,720	3,904	3,662	1,112	11,850
4.1.9 INTEGRATION & TEST	0	2	970	1,934	2,164	1,583	6,654
4.1.A PERFORMANCE AND SAFETY ASSURANCE	44	198	658	645	394	241	2,180
4.1.B LAT INSTRUMENT OPERATIONS CENTER	28	102	239	362	1,028	793	2,552
4.1.C EDUCATION AND PUBLIC OUTREACH	36	217	375	445	850	675	2,598
4.1.D SCIENCE ANALYSIS SOFTWARE	85	215	494	789	862	883	3,328
4.1.E SUBORBITAL FLIGHT TEST	49	1,272	0	0	0	0	1,321
Grand Totals:	2,804	11,664	20,522	27,266	26,209	11,509	99,973

	GLA Cost	GLAST LAT PROJECT Cost Estimate by Fiscal Year Escalated \$K	LAT PR(mate by Fis Escalated \$K	GLAST LAT PROJECT Cost Estimate by Fiscal Year Escalated \$K			
OBS	FY00	FY01	FY02	FY03	FY04	FY05	Cumulative
DG *** GSFC	512	1,714	3,617	3,628	2,559	1,213	13,242
DH *** HEPL	793	1,027	1,123	1,201	1,946	1,505	7,593
DL *** SLAC	354	5,857	9,904	15,182	13,849	5,084	50,229
DN *** NRL	832	2,332	4,890	6,279	6,628	2,668	23,629
DS *** SQU	36	217	375	445	800	675	2,548
DT *** Texas A&M	0	16	0	0	0	0	16
DU *** UCSC	278	502	613	531	428	365	2,716
Grand Totals:	2,804	11,664	20,522	27,266	26,209	11,509	99,973

APPENDIX E

ACTION ITEMS

ACTION ITEMS

Resulting from the July 30 – Aug. 1, 2002 Department of Energy (DOE) and National Aeronautics and Space Administration (NASA) Review of the Large Area Telescope (LAT) Project

Action	Responsibility	Due Date
1. Approve Critical Decis	ion 2 DOE	November 2002
2. Conduct a Mini-Review	v DOE & LAT	January 2003
3. Conduct a NASA Critic Design Review (CDR) a DOE CD-3 Review		May 2003
WE, Autouse	Dehh.	A Barrell
W. Althouse	D. Lehman	D. Betz
LAT Project Manager	Review Co-Chair	Review Co-Chair
SLAC Schelson	DOE Salah ?	NASA/GSFC
P. Michelson	E. Valle	E. Citrin
LAT Principal Investigator	Federal Project Manager	GI AST Project Manager

LAT Principal Investigator

Stanford University and SLAC

Federal Project Manager

DOE/SLAC Site Office

GLAST Project Manager

NASA/GSFC

P. Drell

Associate Director for Research

SLAC

K. Turner

Program Manager

DOE

S. Horowitz

Program Executive

NASA

Acting Program Scient

NASA

APPENDIX F

NASA REQUESTS FOR ACTION

Request For Action Number: 1 Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE Review: PDR2 - PRELIMINARY DESIGN REVIEW Date: Originator: Tom McCarthy **Phone:** 6-4710 Organization: CODE 545 Category: TESTING Action 1. Check energy balance of key arithmetic nodes used in tracker TMM, especially in areas that are Requested: used to identify tracker hot spots. 2. Check other key areas to ensure local areas are predicting temperatures that are adequately converged. Arithmetic nodes in SINDA (at times) have difficulty reaching convergence criteria depending Supporting

Rationale:

upon solution routine selected.

Reque	st For Action	Number:
Ī	Project	GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE
we de la constitución de la cons	Spacecraft (SC/GS/LV):	
+	System/Instrument:	LAT - LARGE AREA TELESCOPE
Í	Review:	PDR2 - PRELIMINARY DESIGN REVIEW
Í	Date:	
	Priginator: Tom McCarthy	Phone: 301-286-4710 Organization: 545
Catego	y: THERMAL	
Acti Requeste		rting Qual levels (required) should be based on Acceptance levels s 5 degrees C.
upporti Rationa	PHIS OF MIDIES 5 MARGIN	is required between acceptance and qual level.

Request For Action Number: 3 Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE PDR2 - PRELIMINARY DESIGN REVIEW Date: Originator: Tom McCarthy Phone: 301-286-4810 Organization: CODE 545 Category: THERMAL Flight analyis needs to be performed to assess heat pipe failure impact on TCS (as well as other elements of TCS i.e., heater, T/S). Requested: * Complete by CDR Supporting TCS needs to withstand a single point failure. This should be an explicit system requirement. Rationale.

Request	t For Action		Number: 4
	Project	GLAST - GAMMA-RAY LARG	E AREA SPACE TELESCOPE
S	pacecraft (SC/GS/LV):		
	System/Instrument:	LAT - LARGE AREA TELESCO	PPE
W 100 A 100	Review:	PDR2 - PRELIMINARY DESIG	N REVIEW
	Date:		
Or	iginator: Tom McCarthy	Phone: 301-286-4710	Organization: CODE 545
Category	: THERMAL		
Action		OTS for transfer orbit to reduce need	d for heater power.
Requested	*Complete by CDR		
Supporting Rationale:		ermal ????? this method has been u	sed on comsats to reduce the need for

Request For Action Number: Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE PDR2 - PRELIMINARY DESIGN REVIEW Review: Date: Originator: Tom McCarthy Phone: 301-286-4710 Organization: Code 545 Category: THERMAL Action Ensure electronics box worst case thermal analysis is done using Qual level (+60 degrees C) as Requested: the box boundary condition. *Complete by CDR Supporting Rationale:

Reques	t For Action	Number: 6
	Project	GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE
S	spacecraft (SC/GS/LV):	
Traces and the same	System/Instrument:	LAT - LARGE AREA TELESCOPE
	Review:	PDR2 - PRELIMINARY DESIGN REVIEW
	Date:	
Or	iginator: Tom McCarthy	Phone: 301-286-4710 Organization: CODE 545
Category	: TESTING	
Action Requested		est as part of the NDT methods used on radiator panel to assess panel
Supporting Rationale	g IR camera testing at pa coperation has proven to	nel level to assess heat pipe/panel face sheet bonding as well as heat pipe o be a good check on this system.

Request For Action Number: Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE PDR2 - PRELIMINARY DESIGN REVIEW Date: Originator: Tom McCarthy **Phone:** 301-286-4710 Organization: CODE 545 Category: TESTING Action Add thermal engineer (1 head) coverage for each TV/TB test shift for both LAT instrument tests Requested: as well as S/C level testing. **Supporting** This coverage has not been costed as part of thermal budget and is not in I&T budget. Rationale:

Request	For Action	Number: 8
	Project	GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE
S	pacecraft (SC/GS/LV):	
<u></u>	System/Instrument:	LAT - LARGE AREA TELESCOPE
	Review:	PDR2 - PRELIMINARY DESIGN REVIEW
	Date:	
Ori	ginator: Tom McCarthy	Phone: 301-286-4710 Organization: CODE 545
Category:	THERMAL	
Action Requested:		s analysis accounts for mechanical loading due to both external as well as
	2. Ensure that HP stres in stress analysis. Water	is concentrations due to extrusion machining @ transition areas is addressed the characteristic of the charact
Supporting Rationale:	HP cirece analycic chai	wn at panel level w/o consideration of internal pressures.

Request For Action Number: 9 Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE Review: PDR2 - PRELIMINARY DESIGN REVIEW Date: Originator: Tom McCarthy Phone: 301-286-4710 Organization: CODE 545 Category: THERMAL Action Assess ground cooling requirement associated with each phase of LAT I&T though Launch site. Requested: *Complete by CDR Supporting These requirements can be significant and complicate I&T flows. If design allowances/accommodations can be made, it will lessen the impact at this phase. Rationale:

Reque	est For Action		Number: 10
ĺ.	Project	GLAST - GAMMA-RAY LARG	E AREA SPACE TELESCOPE
Ĩ	Spacecraft (SC/GS/LV):		
	System/Instrument:	LAT - LARGE AREA TELESCO	PPE
in the state of th	Review:	PDR2 - PRELIMINARY DESIGN REVIEW	
ſ	Date:		
C	Originator: Tom McCarthy	Phone: 301-286-4710	Organization: CODE 545
Catego	ry: THERMAL		
Acti Requeste		elta Ts associated with shimmed te	
	*Updated for CDR		
Supporti Rationa	Sommore is nave not	been assessed	

Reques	t For Action			Number: 11
[•	System/Instrument:	LAT	- LARGE AREA TELESCOPE	
	Review:	PDR	2 - PRELIMINARY DESIGN REV	TIEW
	Date:			
Ori	ginator: Tom McCar	thy	Phone: 301-286-4710	Organization: CODE 545
	Pr	oject	GLAST - GAMMA-RAY LARG	E AREA SPACE TELESCOPE
	Spacecraft (SC/GS/	LV):		
Category	: THERMAL			
Actio Requested	Recommend cycli	ng (8 t	times) the radiator VCHP/grid joint	during TB test.
Supportin Rationale		ay not	be part of TV test. This is a critical	thermal joint that needs to be fully

Request	For Action		Number: 12
(^	Project	GLAST - GAMMA-RAY LARG	E AREA SPACE ΓELESCOPE
Sp	acecraft (SC/GS/LV):	y principal specific de la companie	
	System/Instrument:	LAT - LARGE AREA TELESCO	PPE
	Review:	PDR2 - PRELIMINARY DESIGN REVIEW	
	Date:	\$ (4	
Orig	ginator: Tom McCarthy	Phone: 301-286-4710	Organization: CODE 545
Category:	MECHANICAL		
Action Requested:	Perform a panel ventin configuration will not be	g analysis. Ensure adequate venting se compromised.	g such that panel mechanical
	*complete for CDR		
Supporting Rationale:	Venting panel need to l	be assessed from both mechanical a	as well as contamination aspects.

Request For Action Number: 13 Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE Review: PDR2 - PRELIMINARY DESIGN REVIEW Date: Originator: Tom MCarthy **Phone:** 301-286-4710 Organization: CODE 545 Category: THERMAL Action 1. Evaluate alternate heat transfer paths between Tracker Grid in lieu of complete dependance on Requested: the gasket at the interface. 2. Consider use of heat straps @ flex mount location to provide a path in lieu of gasket. Supporting 1. Gasket material selection for this flex interface has shown to be difficult given the mechanical Rationale: attachment requirements.

Request For Action		Number: 14	
	Project	GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE	
S	pacecraft (SC/GS/LV):		
	System/Instrument:	LAT - LARGE AREA TELESCOPE	
!	Review:	PDR2 - PRELIMINARY DESIGN REVIEW	
	Date:		
Or	iginator: D. Hewitt	Phone: 301-286-5115 Organization: CODE 545	
Category:	THERMAL		
Action Requested:		he front side of the radiators with a heat load on each evaporator prior to nd thermal cycling tests at Lockheed/Martin.	
Supporting Rationale:	This will show the bon	d integrity of the heat pipes to the panel.	

Request	For Action		Number: 15
	Project	GLAST - GAMMA-RAY LARG	E AREA SPACE TELESCOPE
Sp	acecraft (SC/GS/LV):		
	System/Instrument:	LAT - LARGE AREA TELESCO	PPE
	Review:	PDR2 - PRELIMINARY DESIG	N REVIEW
	Date:		
Ort	iginator: D. Hewitt	Phone: 301-286-5155	Organization: CODE 545
Category:	THERMAL		
Action Requested:	Perform a venting anal	ysis of the thermal radiators.	
Supporting Rationale:	Adequate vent holes m	ust be provided for the ascent depre	essurization profile.

Request	For Action	Number: 16
	Project	GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE
S	pacecraft (SC/GS/LV):	
	System/Instrument:	LAT - LARGE AREA TELESCOPE
1	Review:	PDR2 - PRELIMINARY DESIGN REVIEW
3	Date:	
Or	riginator: D. Hewitt	Phone: 301-286-5115 Organization: CODE 545
Category:	THERMAL	
Action Requested:		ning at interfaces is included in thermal model. It does not appear that the is have been included.
Supporting Rationale:	Need to consider snimi	ming for accurate of prediction of gradients across these interface.

Request For Action		Number:	
	Project	GLAST - GAMMA-RAY LARGE	AREA SPACE TELESCOPE
	Spacecraft (SC/GS/LV):		
	System/Instrument:	LAT - LARGE AREA TELESCOP	PE
	Review:	PDR2 - PRELIMINARY DESIGN	REVIEW
	Date:		
	Originator: D. Hewitt	Phone: 301-286-5115	Organization: CODE 545
Catego	ry: CONTAMINATION		
Act Request	ion Work contamination is mechanical flow. How required and if any bak	sues with the LAT project. Many cle 'clean' must the structure and subsyste outs are required.	eaning steps were identified in the stems be? Define level of clearing
Support Rationa	~ I oniamination control	plan must be flowed down to hardwa	are.

Reque	st For Action	Number: 18
	Project	GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE
To the same of the	Spacecraft (SC/GS/LV):	
	System/Instrument:	LAT - LARGE AREA TELESCOPE
-	Review:	PDR2 - PRELIMINARY DESIGN REVIEW
	Date:	
(Originator: D. Hewitt	Phone: 301-286-5115 Organization: CODE 545
Categor	y: TESTING	
Actio Requeste		AT plate at SLAC until after thermal cycling test of LAT (prior to mass hipment to NRL).
Supportir Rational	This will allow access:	to electronics boxes if required after LAT thermal cycling.

Request For Action GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE Review: PDR2 - PRELIMINARY DESIGN REVIEW

Date:

Originator: Mark Goans

Phone: 301-286-9763

Organization: CODE 301

Number: 19

Category: SYSTEMS ENG.

Implement a continuous risk management approach for use throughout the life of the project. Action Requested: Consider providing guidance and training to the subsystem managers to gain their support to

promote a higher level of ownership for the system.

Supporting Rationale:

This project is especially complex in terms of the range of contributors and the cooperative working arrangement with NASA and DOE. Risks may be higher than with typical missions making a formal risk management approach of greater value. Even though the project has written a risk management plan, it has not implemented a formal risk management system and has not defined when it will be implementated.

Request For Action

Project GLAST - GAMMA-RAY LARGE AREA SPACE TELESCOPE Spacecraft (SC/GS/LV): System/Instrument: LAT - LARGE AREA TELESCOPE PDR2 - PRELIMINARY DESIGN REVIEW Review: Date:

Originator: Steve Scott

Phone: 301-286-2529

Organization: CODE 500

Dennis Hewitt

301-286-5115

CODE 545

Number: 20

Category: **TESTING**

Action Requested:

Provide an integrated list and schedule of all simulators, emulators, engineering models, who will need them, the specific need dates, any conflicts in needs and need dates and how they will be

worked around (de-conflicted).

Supporting Rationale: There are a lot of engineering models, breadboards, simulators, emulators, etc., and groups that need them. The overlaps and conflicts in need dates and needing groups needs to be closely

examined.