



February 6, 2003

To the USA Team:

The last days, since the loss of Columbia and crew, have brought an unprecedented wave of information, activity and emotions. But as stated by President Bush, Vice President Cheney and NASA and Administrator Sean O'Keefe, the space program will go on.

NASA, with our support, is making good progress in recovering data and physical evidence, and is closing in on the root cause of this tragedy. The Columbia Accident Investigation Board, chaired by retired U.S. Navy Admiral Harold W. Gehman, Jr., is on the scene at Barksdale Air Force Base, La. where 155 USA employees are assisting in the recovery and identification of debris. NASA investigators continue to search for clues between the time Columbia lifted off on Jan. 16 and its tragic end on Saturday morning.

If you have any information that might be relevant to the ongoing investigation, we encourage you to report it through normal channels or, if you prefer a confidential option, through the USA Ombudsman's office.

Rest assured, we will find the problem, fix it and fly again. But of equal importance is the fact that we have astronauts in orbit that rely on us for their own safety and success. So it is important that we focus on the job at hand in spite of the distractions.

The Columbia website on the USA internal home page features current NASA reports and updates, letters from key individuals and organizations and information to assist you as we learn and recover from this tragedy. We encourage you to check it often and to make use of the helpful information you find there, and we ask managers with employees who don't have ready access to the web to print and post the information in your work areas frequently.

Employee Assistance Program counselors continue to be available at every USA site and also by telephone. This is a difficult time and these professionals can provide valuable support.

Obviously, the media interest in the ongoing recovery and investigation is substantial. NASA is doing a very good job of getting timely, accurate information to the media and USA is supporting that effort in many ways. Unfortunately, there have also been a number of stories relying on so-called experts, blatantly speculating on a variety of potential causes. Some of these stories have even attempted to correlate blame and liability with these theories, and to cast aspersions on the integrity of the Program. Please don't allow them to become distractions. We have ample data to refute any inaccurate or unfair claims, when/if the time

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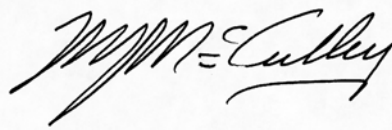
comes, and our outstanding performance record speaks for itself in many ways. For now, our priority is to support NASA's effort to communicate the facts as accurately and timely as possible.

Your many expressions of sympathy and offers of help and support have been tremendous. We've had many questions and suggestions about ways to offer support to the crew families. We are now looking into some options for making individual and company contributions to funds set up for the health, education and support of the Columbia Crew's children. Details on how to make this donation are forthcoming and will be posted on USA's Columbia website.

Once again, your dedication to your work and your generosity of spirit continue to amaze and impress us. It's an honor to work with all of you.

A handwritten signature in black ink that reads "Russ Turner". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Russ Turner  
President & CEO

A handwritten signature in black ink that reads "Mike McCulley". The signature is cursive and somewhat compact, with a distinct underline for the last name.

Mike McCulley  
Chief Operating Officer