

September 9, 2025



Leveraging Industry and Supply Chains for Future Technology







Artemis RecapVideo Presentation

Mr. Charles T. Williams

Chief of Staff

NASA Office of Small Business Programs





Scan this QR Code to view the full agenda and speaker bios





Mr. Dwight D. Deneal

Assistant Administrator

NASA Office of Small Business Programs





September 9, 2025



Leveraging Industry and Supply Chains for Future Technology





Ms. Casey L. Swails

Deputy Associate Administrator NASA

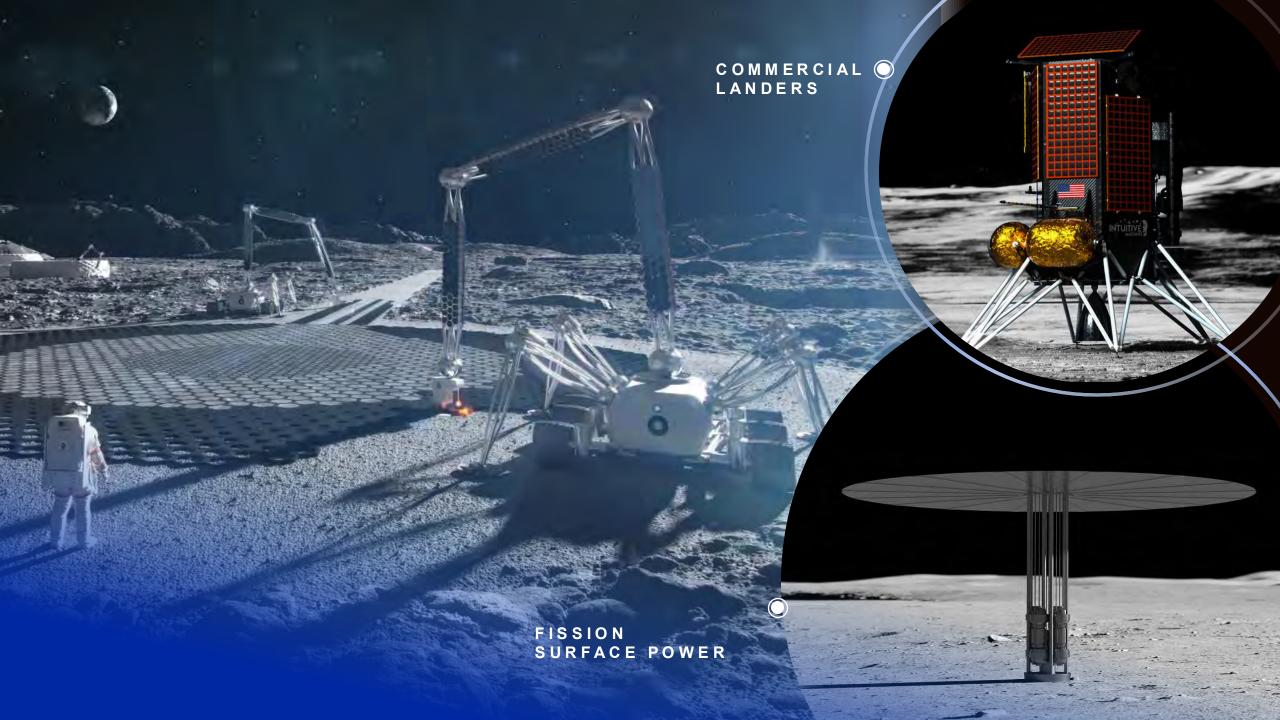




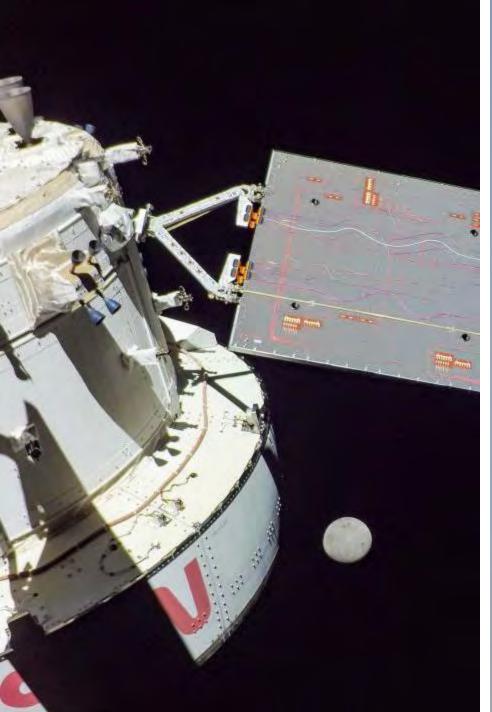
NASA 2025 Look Ahead Video Presentation





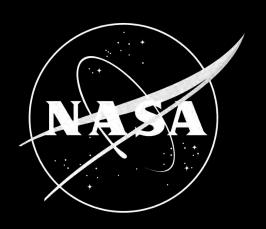












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Mr. Gerald Norris

Director, Office of Procurement NASA Kennedy Space Center





Let's Go Fly!Video Presentation



September 9, 2025



Leveraging Industry and Supply Chains for Future Technology



Merritt Island, FL



Ms. Pam Persse

District Director

U. S. House of RepresentativesCongressman Mike Haridopolos8th District Florida





Florida District 8 Congressman Mike Haridopolos

Video Presentation



CONGRESSMAN MIKE HARIDOPOLOS

Florida's Eighth Congressional District

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THANK YOU

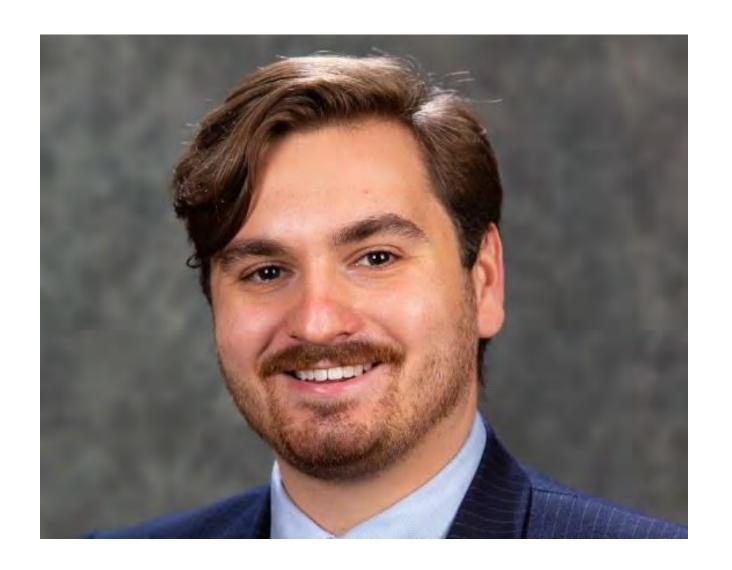
It is our honor to serve you!

Mr. Alexander Quinones

Central Florida Regional Director

U.S. Senate

Ashley Moody, senator for Florida





U.S. Senate, Ashley Moody Senator for Florida

Video Presentation



Scan this QR Code to view the full agenda and speaker bios





Apollo 11

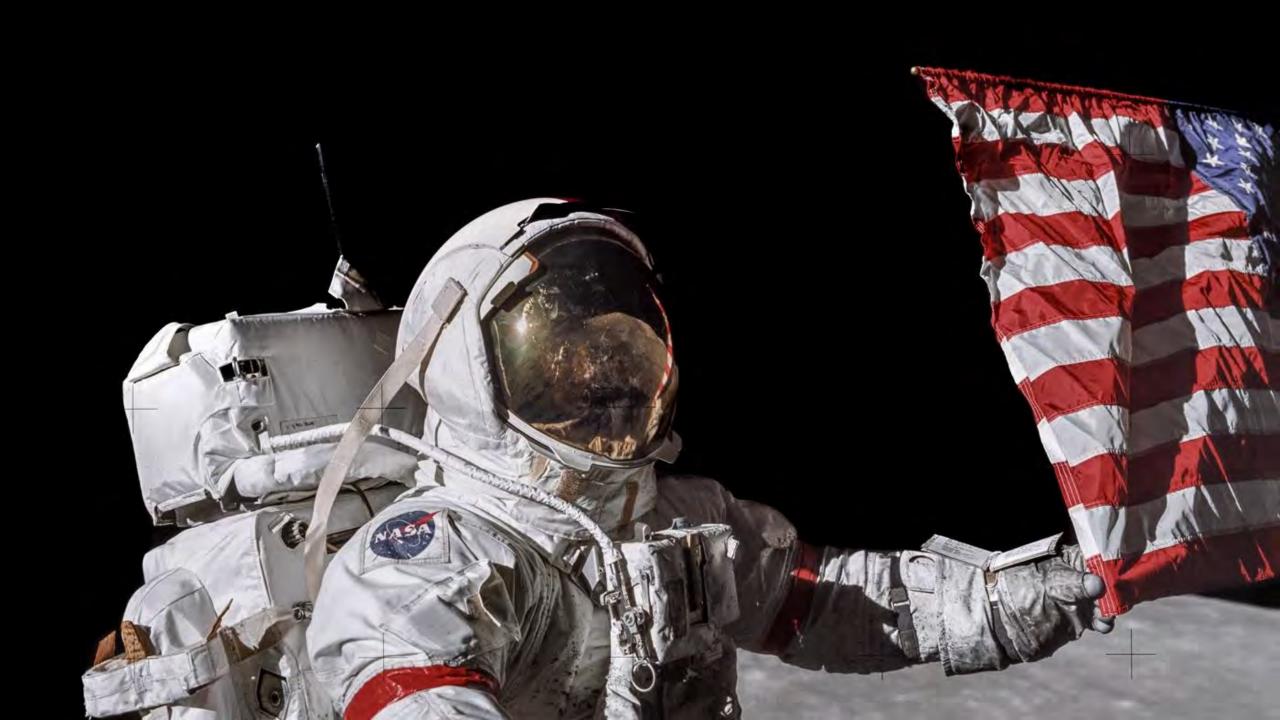
Video Presentation

Mr. Shawn Quinn

Manager, Exploration Ground Systems
NASA Kennedy Space Center







Exploration Ground Systems

Responsible for developing and operating the systems and facilities needed to process and launch rockets and spacecraft for NASA's Artemis missions. EGS plays a primary role in assembly, launch, and recovery of the SLS rocket and Orion spacecraft.

To support NASA's lunar return,

EGS has upgraded Launch Pad 39B, the Crawler-Transporter (CT), the Vehicle Assembly Building (VAB), the Launch Control Center, the Mobile Launcher 1 (ML1), and other facilities.







AZTEMIS

EGS MAJOR MILESTONES FOR ARTEMIS II



EMERGENCY EGRESS SYSTEM BASKET PROTOTYPE COMPLETE

11/24



MOBILE LAUNCHER 1 READY FOR BOOSTER STACKING

06/25



LH2 SPHERE READY FOR FILL-TO-MIDPOINT



COMPLETE - READY FOR ML1 MEVV



BOOSTER STACKING COMPLETE



ORION OFF-LINE **OPS/CREW EQUIPMENT INTERFACE TEST**



PAD UPGRADES COMPLETE **READY FOR ML1 MEVV**

03/25



CORE STAGE MATE COMPLETE

ORION TO SLS

INTEGRATION

10/25



EGS BOOSTER OFFLINE PROCESSING COMPLETE

04/25



LVSA MATE COMPLETE

SCCS & GFAST READY FOR

CREWED OPERATIONS

12/25





ICPS MATE COMPLETE



MOBILE LAUNCHER 1

CREWED MODS COMPLETE

05/25

09/24

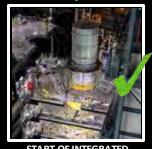
TO EGS





ML1 ROLL TO VAB FOR ARTEMIS II OPERATIONS





START OF INTEGRATED **TEST & CHECKOUT**

ARTEMIS II LAUNCH



EGS ARTEMIS II

OPERATIONAL READINESS

CHECKPOINT

06/25

Exploration Ground

Systems

HUMAN RATING

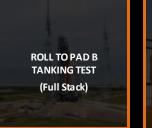




ROLL TO PAD B TERMINAL COUNTDOWN **TANKING TEST DEMONSTRATION TEST** (Full Stack)

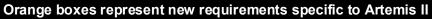


02/26



01/26











Small Business Utilization at EGS



\$200 Million in Small Business Contracts

- Launch Control Center (LCC) and Vehicle Assembly Building (VAB) HVAC Systems
- Construction of Training Room
- Railroad and Jay Jay Bridge Repairs
- Replace Operations & Checkout (O&C) South Wing Electrical Distribution Equipment
- Renovations to the Booster Fabrication Facility (BFF)
- VAB High Bay 2 Foundation Floor
- Construction of Emergency Escape System (EES) landing site at Pad 39B
- Install VAB High Bay 3 Environmental Control System (ECS)
- Construction of Mobile Launcher 2 (ML2)













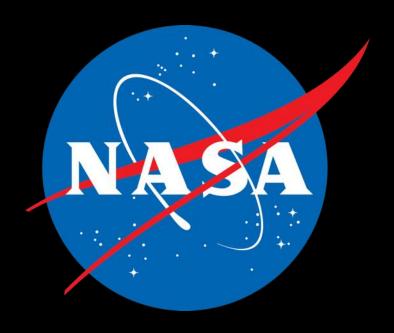












National Aeronautics and Space Administration

Mr. Andrew M. Allen

Chief Executive Officer

Aerodyne Industries, LLC





Leveraging Industry and Supply Chains for Future Technology





Apollo 17

Video Presentation

Mr. Edwin Martinez

Deputy Director, Office of Procurement NASA Kennedy Space Center







NASA Office of Procurement Buying Model

The OP Enterprise

Edwin MartinezNASA KSC Deputy Director, Office of Procurement



OP Enterprise Transformation Activities



Sept 25, 2019

Key Decisions:

People:



Create a nationalized Procurement workforce

Procure:

- Design Enterprise Service Delivery Model
- Establish stand-alone IT Procurement Office
- Advocate roles

Process:

- Realign Budget authority to OP AA
- Establish enterprise processes and tools for budget and technology

Policies:

- Implement an enterprise Governance model
- Realign Head of Contracting Activities (HCA) Functions
- Combine Procurement Ombudsmen and Competition
- Standardize procurement polices

Implement



The Enterprise operating model optimized interdependencies, reduced redundancies, and leveraged workforce skills and capacity while ensuring flexibility in meeting NASA's evolving mission.

OP implemented transition activities on multiple fronts: (examples)

- The PSL Model with Enterprise Requirement Managers (ERM)
 and Procurement Portfolio Managers (PPM)
- Enterprise Governance Model
- Create, Consolidate and standardize processes and Policies
- Enterprise Budget controls and policies
- Initial and ongoing industry Communication

Operational Benefits



OP Priorities and Initiatives were focused on implementing and sustaining effectiveness and achieving continuous efficiencies.

- Maximize workforce capacity, capability and build bench strength
- Achieve savings utilizing Procurement Enterprise
 Service Delivery Model
 - Increase use of Category Management vehicles
 - Maximize Small Business Utilization
- Strengthen partnerships within the NASA acquisition lifecycle process
- Utilize tools and techniques to operate virtually and to streamline process



NASA Buying Locations and Product Service Line (PSL) Delivery Model







NASA FY25 by the Numbers

*As of March 31, 2025

\$8,910,978,311 Total Dollars Obligated	14,766 Number of Actions
\$8,344,888,182 Procurement Dollars Obligated	10,792 Procurement Actions
\$566,090,128 Grant/Agreement Dollars Obligated	3,974 Grant/Agreement Actions

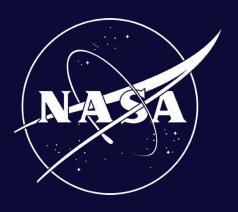
DOLLARS OBLIGATED TRENDS

Year	Total Obligations
2024	\$21,211,918,657
2023	\$22,230,644,706
2022	\$21,227,133,301
2021	\$20,386,514,843
2020	\$20,050,926,233

ACTIONS TRENDS

Year	Total Actions
2024	33,061
2023	35,054
2022	38,511
2021	36,362
2020	36,082





nasa.gov



Mr. Chip W. Bishop III

Deputy Chief Counsel
SBA Office of Advocacy







Dianna Seaborn

Deputy Associate Administrator
Office of Capital Access

U.S. Small Business Administration



U.S. Small Business Administration



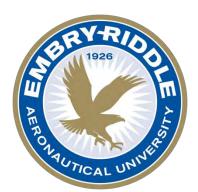
Placeholder for slides

Amber Paul Ph.D.

Assistant Professor of Physiology and Immunology

Embry-Riddle Aeronautical University





Omics Lab for Health & Human Performance

Amber M. Paul, PhD, COAS401.23/403a paula6@erau.edu

Next Gen Sequencers: NextSeq1000 & iSeq100
Sony MA900 multi-application cell sorter
BSL2 cell culture capability
HARV-RWV, 3D Clinostat simulated microgravity
BioSpherix O₂/CO₂ regulated sub-chamber
SynVivo infusion microfluidic device for tissue chip modeling





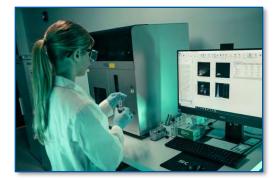


























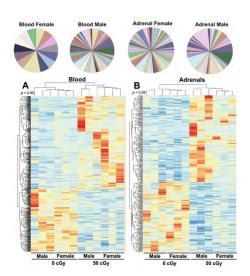
Space Biology Omics MM

Objectives of the Omics Lab

To satisfy NASA and commercial space industry's aims to send humans on exploration missions to the Moon and Mars, the Omics Lab for Health and Human Performance characterizes the influence of deep and orbiting spaceflight on human physiology and biology. Through multiple collaborations, the Omics Lab assesses genomic (i.e. DNA methylation) and transcriptomic (i.e. total RNA) samples collected from spaceflight missions and ground analogs.

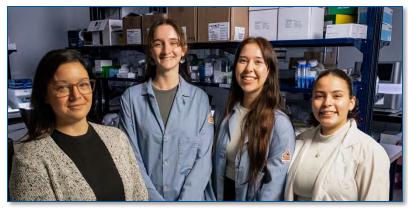
Sex Dimorphism in the Space Environment

- Immune and endocrine differences in response to ionizing radiation in rodent studies
- Space Omics and Medical Atlas (SOMA) Nature Portfolio Package (Burke et al., 2024 and Rocky et al., 2024)



Pie chart and heat map of sex dimorphism in response to cosmic, ionizing radiation



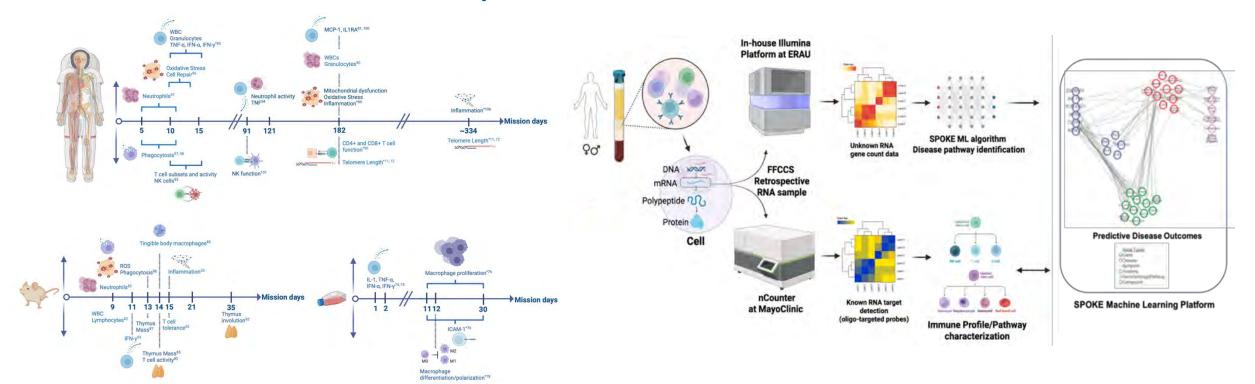


Current Members of the Omics Lab



Space Biology Omics MM





Hicks & Olson, 2023 Immunohorizons

Bioinformatics & Computational Pipeline for Biological Data Integration

Evaluation of Physiological Responses to Austere and Extreme Environments

- Identify biosignatures that are relevant targets for understanding mechanisms of disease development or progression
- Focused on mechanisms of cellular stress, cell death processes, and accelerated aging processes
- Co-Chair of Animal AWG at NASA GeneLab Open Science for Life in Space data repository Multi-Institutional collaborations on spaceflight 'omics' projects

Education BSc in Aerospace Physiology

Four-year Bachelor of Science Degree Program, housed under the Human Factors and Behavioral Neurobiology Department in College of Arts and Sciences

- The only undergraduate program in the US combining life and aerospace sciences
- Designed to support undergraduate workforce development and preparation for future careers in space and biomedical programs
 - Research-intensive opportunities for undergraduates
 - Clinical rotation courses and volunteering with local hospitals, AdventHealth and Halifax Health
- Led by a team of experts with experience in space biology, astrobiology, exercise physiology, and aerospace physiology
- For more information: https://erau.edu/degrees/bachelor/aerospace-physiology











Center for Science, Technology, and Advanced Research in Space









TRANSFORMING THE FUTURE OF SPACE MANUFACTURING

C-STARS Mission

Enhance U.S. global leadership in driving innovative and emerging technology development to support space-to-Earth and space-to-space activities.

www.cstars.space



Why focus on In-Space Manufacturing?

Overcome launch limitations:

Build large or complex structures that may have been limited on rocket launch

Reduce cost and waste:

Manufacturing
with raw
materials from
space to prevent
resupply needs

Lays the foundation for a space economy:

A sustainable human presence beyond Earth

Maintain U.S. Leadership in LEO and Beyond LEO

Enables repair and longevity:

Assembly and replacement of parts can be easily performed

Supports deep space exploration:

In-flight tools and parts made by astronauts for long-duration mission feasibility

Unlocks new science and products:

Microgravity and vacuum conditions allow for materials to be made in ways not possible on Earth

C-STARS: Transforming the Future of Space Manufacturing

Unlocking Innovation, Talent and Accessibility for the Space Manufacturing Economy

Cost & Time Reduction

- Leverage funds across consortium members to drive innovation in new research areas
- Increase automation and optimize supply chains to enable faster timemarket for space-made products

Reduce Barriers to Space Access

- Leverage funds across consortium to increase flight opportunities
- Work with federal agencies to develop standards and streamline regulatory frameworks



Accelerate Innovation

Collaborative research that leads to:

- New materials and manufacturing processes that are not possible on Earth
- Leverage cutting edge technologies to reduce or reuse consumables

Develop a Talented Workforce

- Provide comprehensive training ensuring a skilled workforce to meet the demands of the space manufacturing sector
- Foster collaboration and knowledge sharing of best practices for consortium members

Together C-STARS will drive knowledge sharing, innovation, and growth in space manufacturing





C-STARS will operate using the NSF IUCRC Model

Long-term partnerships developed among Industry, Universities, and Government Agencies

Funds are provided by NSF to cover the operation and management costs

Industry Advisory Board (IAB) member fees fund research, education, and training activities

Government NSF catalyzes partnership. Other government entities fund research relevant to their needs University Provides research infrastructure, human capital, and technical expertise Industry Provides funding for research and insight for industrially IUCRCs are focused on relevant projects bridging the gap between early academic research and commercial readiness **IUCRC FOCUS** Early Stage Commercial TECHNOLOGY READINESS Deployment Research

What aspects of in-space manufacturing will C-STARS Address?

The life cycle of the space manufacturing process

Biomolecules & Tissue Engineering

Tissue Chips/Organoids 3D Printing

Diagnostic & Therapeutic Efficacy

Biomarkers and Nanoparticles

Cell Preservation Systems

Recycling & Sustainability

Synthetic Biology

Bioplastics Production

Biomaterial Waste Conversion

Electronics Reuse

C-STARS

Synergy

4

Advanced Electronics & Materials

Sensors & Electro-Optics

Antennas for Harsh Environments

Advanced manufacturing

Wireless systems

Intelligent Engineering & Autonomy

Adaptive AI – Computing

Autonomous Bioprinting

Real-time Biomonitoring

CubeSat System Integration

C-STARS Workforce Development





Who should become a member of C-STARS?

Companies new to space economy that want networking opportunities and professional connections with subject matter experts

Companies that provide access & payload processing services - enabling increased access to new user market

Space Manufacturing Space Companies **Start-ups** Government **C-STARS** Agencies **Synergy** Launch & **Implementation Providers** Workforce **Development Organizations**

Companies seeking to exploit the microgravity environment for improved product production and methodologies

Institutions focused on foundational science questions to advance capabilities and mitigate risks associated with inspace manufacturing

Organizations that need workers trained in space manufacturing sector

Overarching benefits to joining C-STARS

Recruiting



- Host students as interns and access supplemental NSF INTERN funding
- Opportunities to serve as mentors and courtesy faculty
- Access to students trained in industry verticals upon graduation
- Certificate and degree programs in space sciences, systems engineering and space manufacturing

Research & Development



- Leverage combined resources and expertise to conduct high-risk, highreward research projects
- Have non-exclusive rights to entire C-STARS shared research portfolio
- Access state-of-the-art facilities to develop premium products and optimized methodologies
- Increased access and costreductions to hardware, suborbital & LEO environment through collaborative flight opportunities

Network & Training



- Industry insights and best practices in space manufacturing
- Collaborate and interact with industry, government and academic leaders in space manufacturing
- Participate in custom-made training sessions, workshops, or technology demonstrations for space manufacturing
- Business accelerator programs to develop space strategy

Space Edge Accelerator

What do I need to do to become a member of the C-STARS IAB?

Letter of Commitment Request

Letter will include the following statement

"....Should C-STARS be selected by NSF for funding, {Company Name} commits to joining C-STARS as a {Full/ Associate} Member at the membership level of \${amount} on an annual basis, pending availability of funds, and accepting the NSF's required Membership Agreement."

Next Steps

Phase I application with Letters of Commitments submitted to NSF NSF decision on application expected 2026 C-STARS – Biomanufacturing Symposium – Nov 6, 2025







Help Drive the Future of Space Manufacturing





Amber M. Paul, Ph.D. Embry-Riddle Aeronautical University paula6@erau.edu



https://cstars.space/

Holly Miller, Ph.D.

Federal Liaison
Office of STEM Engagement
NASA





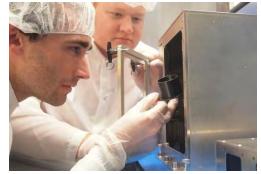
OSBP Engagement: Leveraging Industry and Supply Chains for Future Technology

Holly Miller, Ph.D.

OSTEM Federal Liaison

September 9, 2025









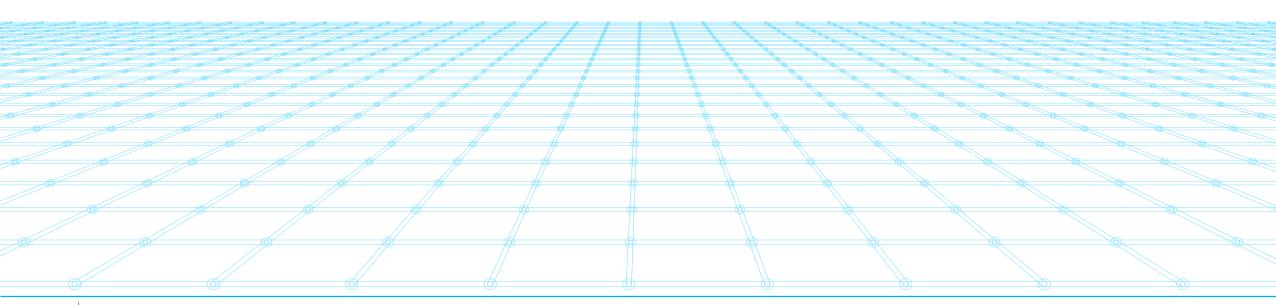




>>> Agenda

01	Introduction
02	Pressing Issues in America's Aerospace and Defense Workforce
03	NASA Takes Action To Address Workforce Shortages
04	Industry Role in NASA Aerospace Hubs
05	Opportunities for Small Business

Pressing Issues in America's Aerospace and Defense Workforce





Addressing Aerospace Workforce Issues Now is Critical to America and the Mission



The Growing Space Economy



Global Leadership in Space & National Security



Administration Priority on Human Space Exploration



Pressing Issues in America's Aerospace and Defense Workforce



A continuously growing engineering and skilled technical workforce is needed to support the expanding aerospace economy and the nation's renewed focus on human space exploration.

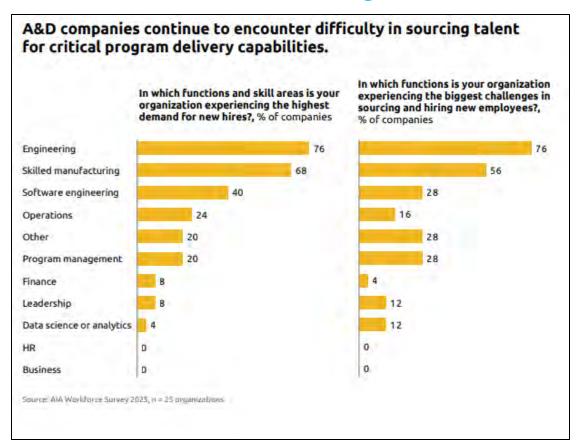


Demand for STEM professionals and skilled technical workers is rapidly increasing, while the labor pool is shrinking due to:

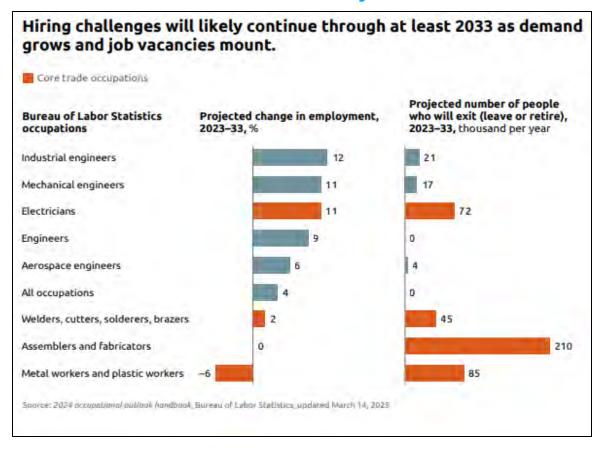
- Aging workforce
- Educational barriers to entry (cost of a four-year degree)
- Lack of awareness of career pathways

America's Aerospace Industry Needs Manufacturing Workers

Immediate Challenge



Near-Term Projections





Focusing on Aerospace Manufacturing Jobs Directly Aligns to Presidential Priorities

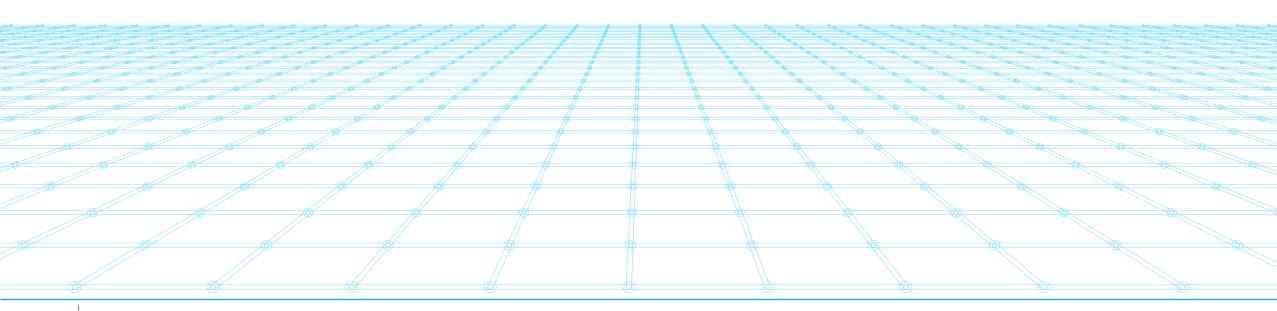


Technical Education for the 21st Century Act, which provided millions of students with



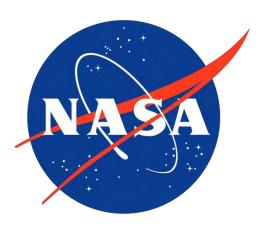


NASA: Taking Action to Address Workforce Shortages in the Aerospace Industry





NASA is uniquely positioned to be the catalyst and convener that ignites and accelerates America's aerospace workforce development essential to expanding U.S. manufacturing capability, securing U.S. global leadership in space, and enhancing national security.



NASA is in Every State

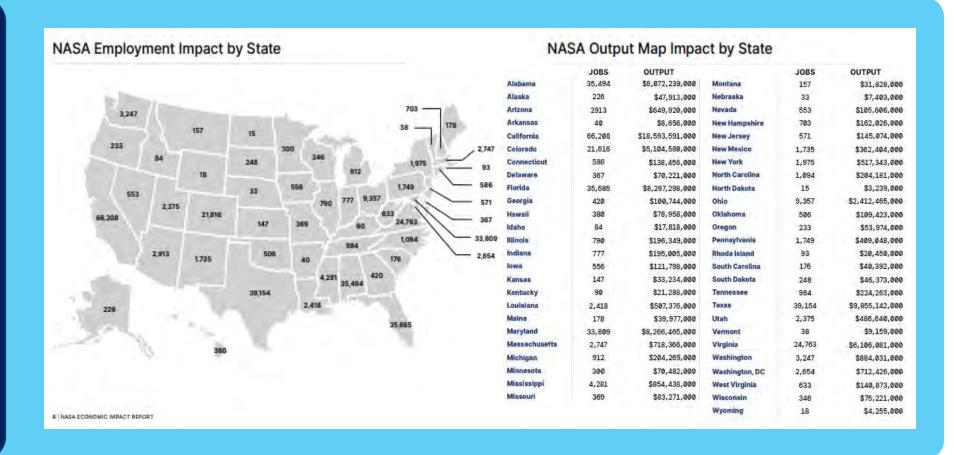
FY 2023

NASA's efforts impacted all 50 states and the District of Columbia.

\$75.6B generated in economic output

304,803 jobs supported

Resulted in \$9.5B in federal, state, and local revenues.



Source: NASA FY23 Economic Impact Report, October 2024



Persistent Problems with Skilled Technical Workforce Development in Aerospace

- National "one-size-fits all" approach is ineffective
- Shrinking labor pool and unsustainable culture of poaching
- Unclear or inconsistent "demand signal" from aerospace industry sector
- Difficulty in scaling individual programs (typically with one company and one community college)
- Lack of coordination between industry, community college, and state economic development entities
- Persistent misperceptions about manufacturing jobs hamper efforts to attract students, convince parents, and educate high school counselors

These issues can only be addressed through collective, intentional, and coordinated action.



NASA OSTEM's State-Based Strategy: State Hubs

NASA Aerospace State Hubs for Skilled Technical Workforce

Goal

To increase and accelerate the number of students entering the aerospace industry's <u>skilled technical workforce</u> that will enable and advance NASA's critical missions.

Concept

Building upon NASA led regional pilots to grow the skilled technical workforce, NASA OSTEM will:

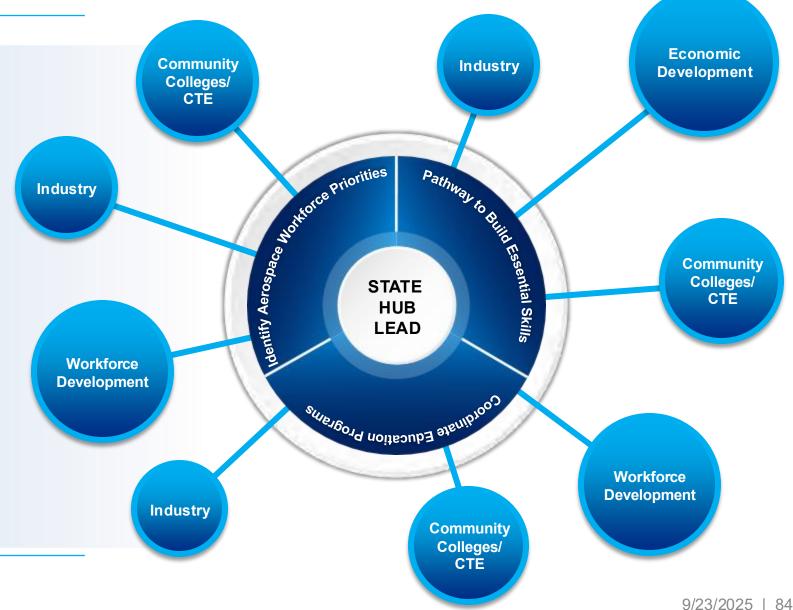
- Strengthen collaboration between industry, education (community colleges/CTE), workforce development, and economic development stakeholders to create clear career pathways to skilled technical jobs.
- Accelerate state's capacity to equip students to earn industry-recognized credentials and gain relevant work-based experiences



The Role of NASA Aerospace Hubs

The Approach:

Serving as a focal point for NASA, a state's Hub facilitates coordination between NASA industry partners, education providers, and state/regional economic development agencies to accelerate workforce readiness efforts by creating clear pathways for students to pursue highneeds skilled technical workforce careers.





NASA State Aerospace Hub Development

In 2022-2023, established a framework for pilot programs in Florida, New Orleans, and Southern California.

As a result of the pilots, states created informal, self-led community of practice

Convened discussions with additional states to build upon success to scale and accelerate outcomes; in-person convening at NASA HQ in June 2025.

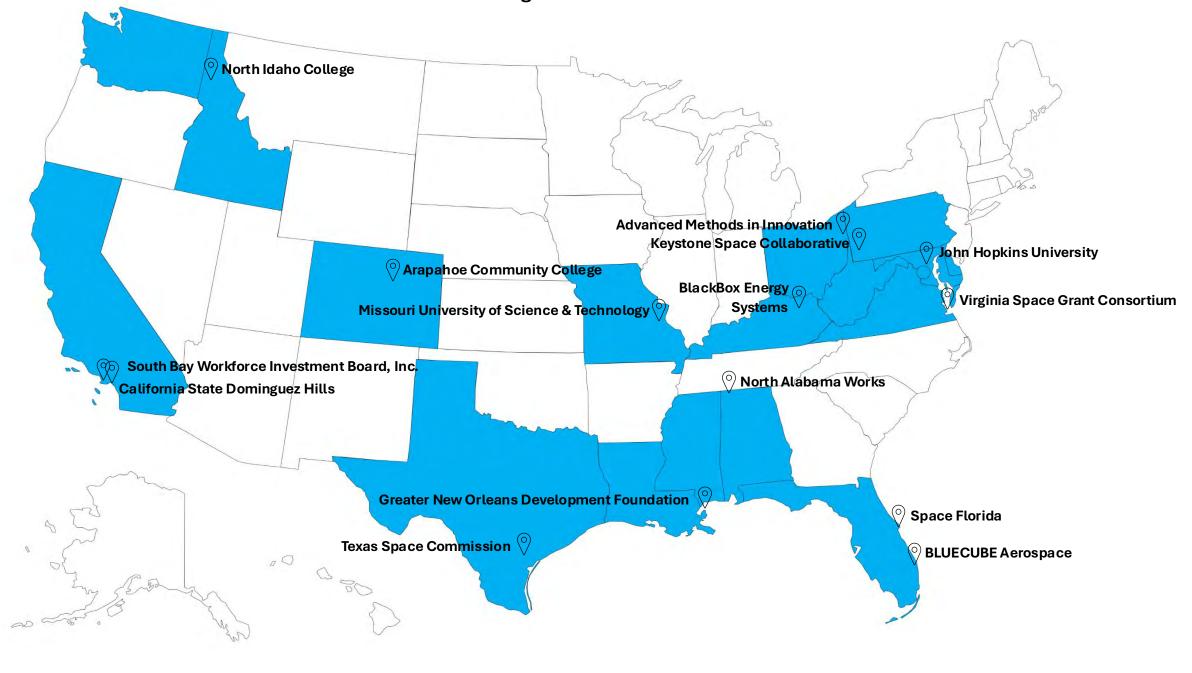
In September 2025, NASA will fund 15 state teams to develop concept papers outlining three-year strategy

2025 State Participants:

- Alabama
- California
- Colorado
- Florida
- Kentucky
- Louisianna/Mississippi
- Ohio/Pennsylvania/West Virginia
- Missouri
- Virginia
- Maryland
- Idaho/Washington
- Texas



Hubs Initiative Selected Organization Locations and Their Reach



"Collaborate-to-Compete" Model



To widen the talent pool in the aerospace industry, collective action is required. Strong engagement from both primes and suppliers is critical to hub success.

Mr. Ryon Stewart

Acting Program Manager

Center of Excellence for Collaborative Innovation

NASA







NASA's Center of Excellence for Collaborative Innovation

CoECI Program Manger - Ryon Stewart

CoECI Communications Strategist - Sarah Douglas

US & International Prizes, Challenges & Crowdsourcing

> Citizen Science Sites & Apps

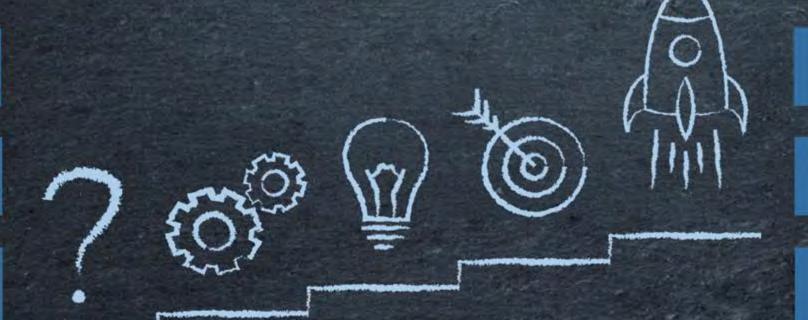
Space Technology Research Grants

International Space Apps Hackathons

NASA Innovative Advanced Concepts

NASA IP available through Tech Transfer

From ideation to implementation, NASA has opportunities for YOU to get involved



nasa.gov/get-involved

NASA Contracts for Small & Large Businesses

> Flight Opportunities

Dual-Use Partnerships

Small Business Innovation Research

Internships & Fellowships

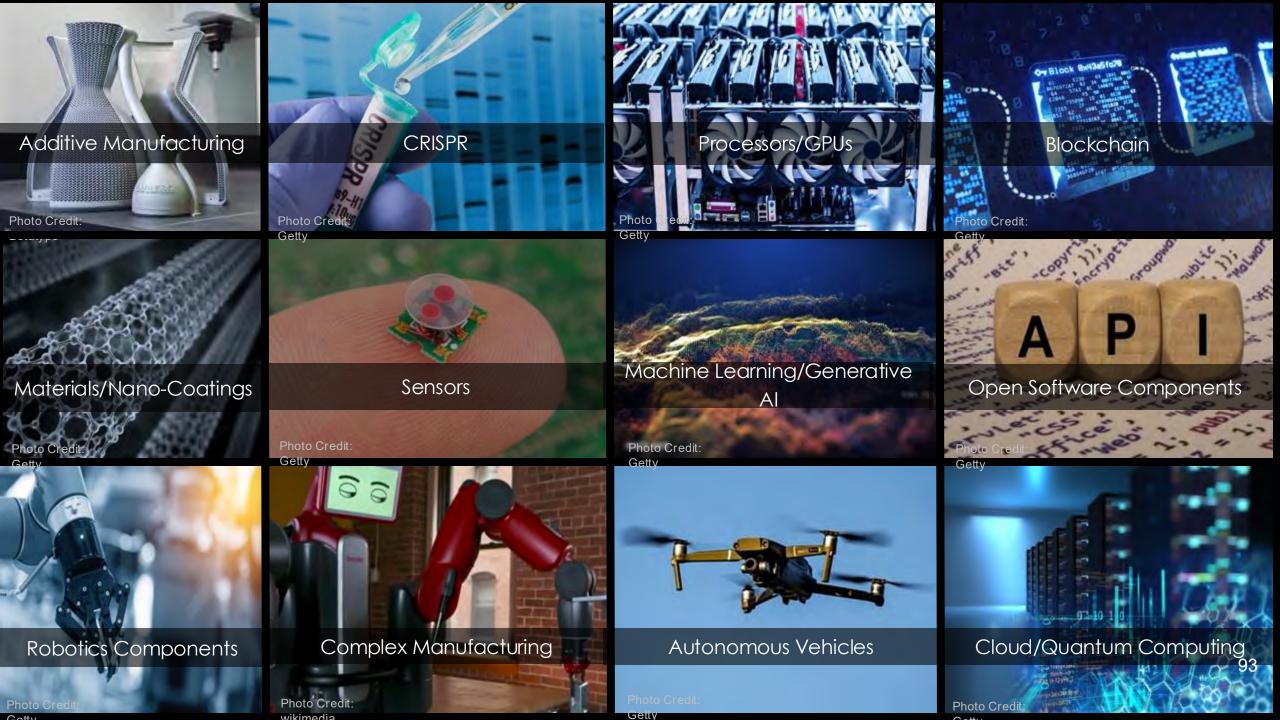
Education Challenges

WHY?

Why is NASA using Open Innovation?







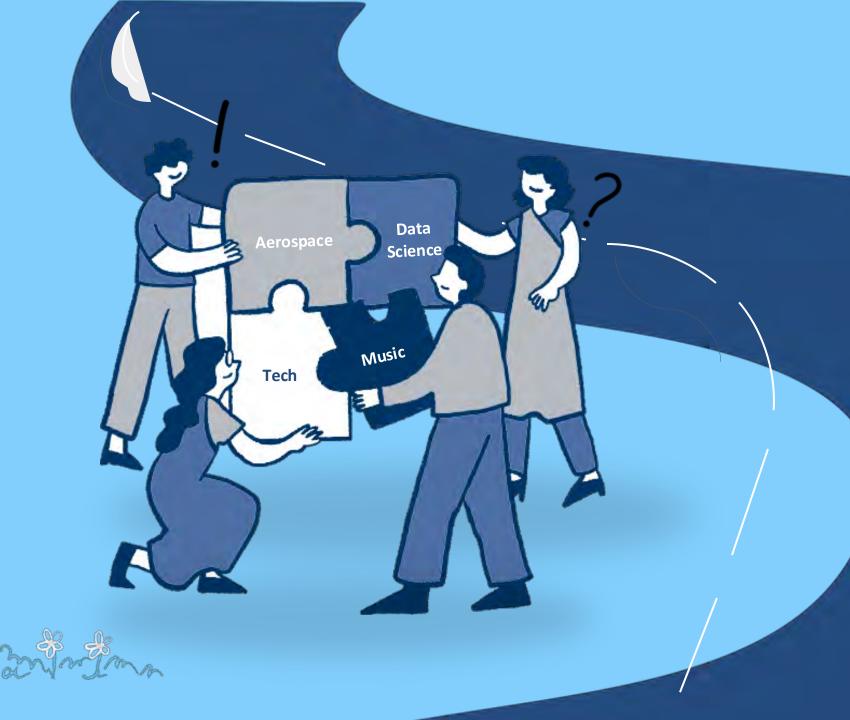


CON

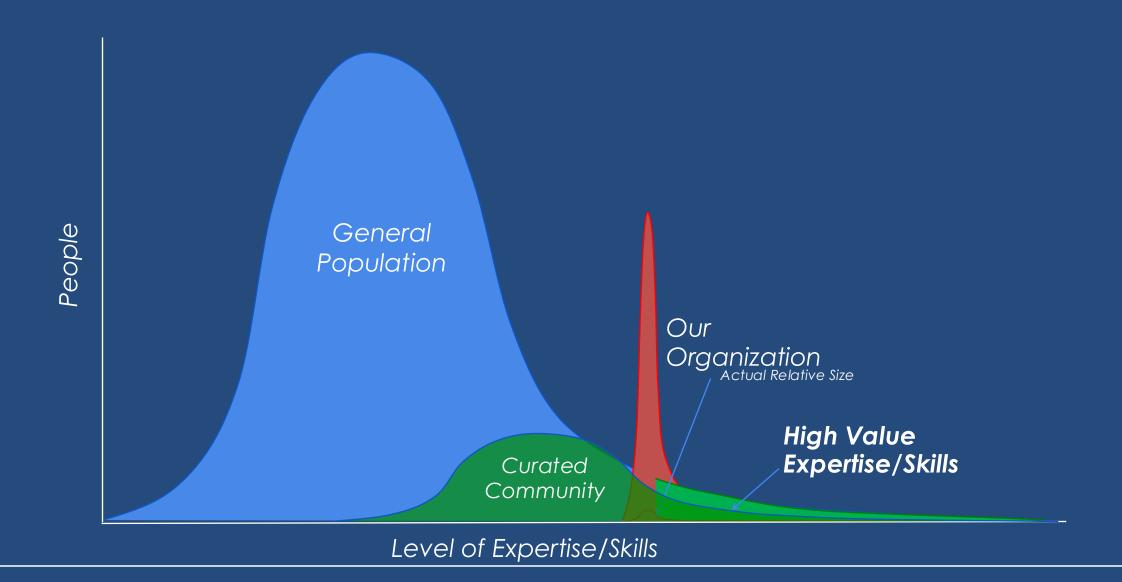
Finding these technologies & solutions across the growing number of possible sources is hard

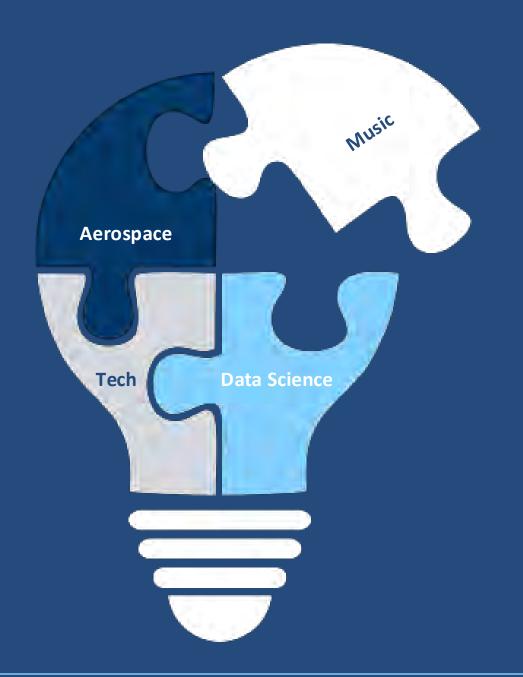
Connecting Minds

Creating Solutions



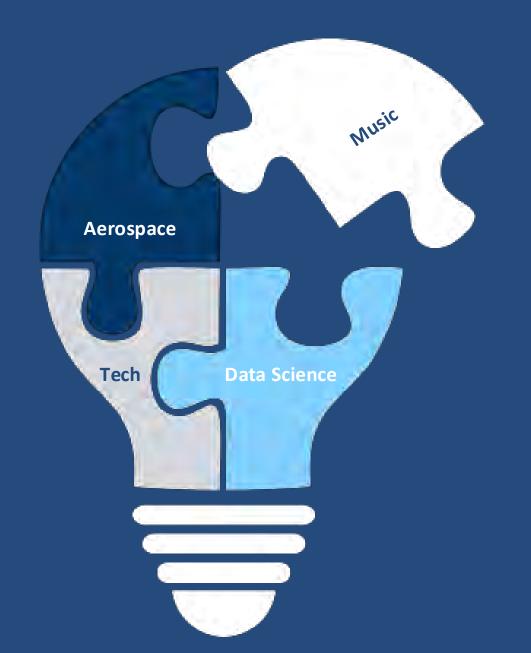
Crowds Provide Access to High Value Expertise/Skills





Adjacent Domain Expert

Often the best solutions come from a fresh perspective outside your area of expertise



Study data of successful Innocentive challenge solutions showed...

70% solutions solved by individuals outside of problem domain

"75% of solvers already knew the solution to the problem." Dr. Karim Lakhani*

^{*}Jeppesen, Lars Bo and Karim R. Lakhani. Forthcoming. Marginality and Problem Solving Effectiveness in Broadcast Search. Organization Science 20. Published Version https://dash.harvard.edu/handle/1/3351241

Methodologies

Prize Competitions

Freelance Tasking

Technology Searches

Other Crowd-Based Methods













































topcoder















NASA's Flight Opportunities Program wanted to rapidly identify technologies and facilitate suborbital flight testing to advance the technology and reduce risk for future missions.

Use a prize structure with Carrot in order to accomplish their objectives and continue doing so with future topics.

Results: Achieved award to flight time < 1 year. Much more flexibility and speed than traditional methods while saving them money, time, and reaching a broader pool of applicants.





























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QUESTIONS?

Exhibit Hall

NASA-COECI@MAIL.NASA.GOV

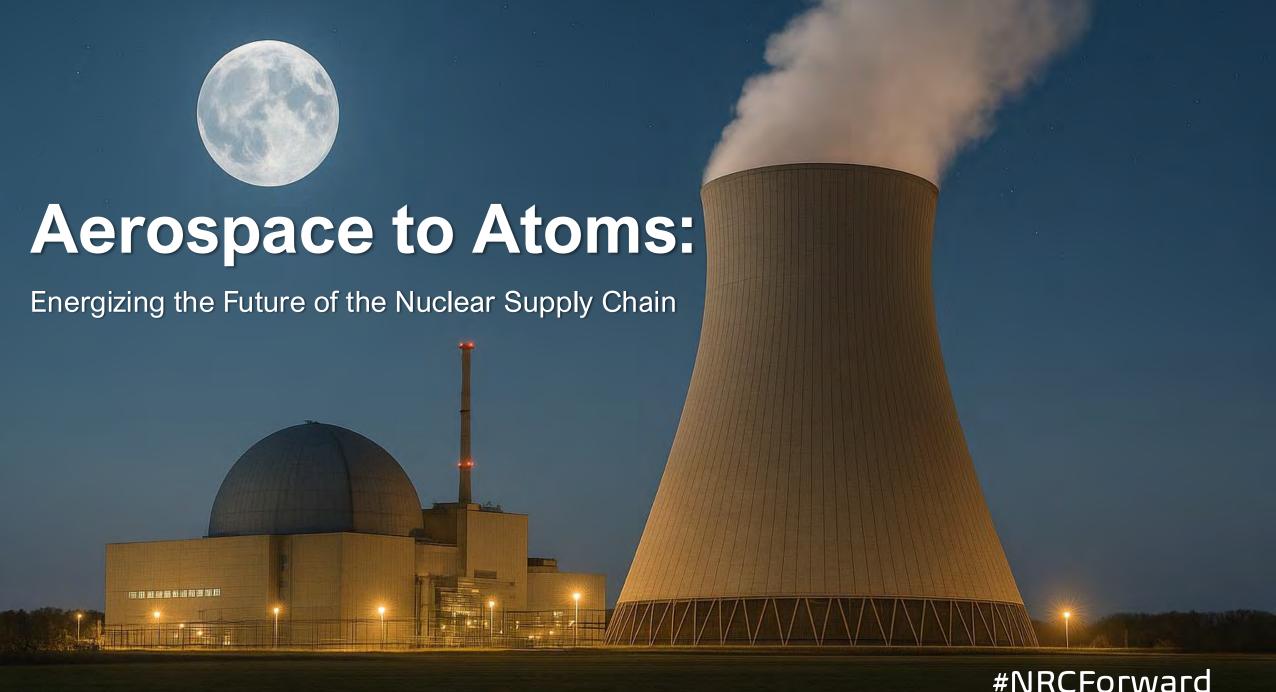
nasa.gov/get-involved

Mr. Anthony Briggs

Small Business Program Manager

U.S. Nuclear Regulatory Commission





Evolution of Nuclear Technology







Large Scale Reactor 300MW-1,000+MW

Small Modular Reactor 20MW-300MW Microreactor 1MW-20MW

Energizing Reactor Deployment



The ADVANCE Act



Executive Orders

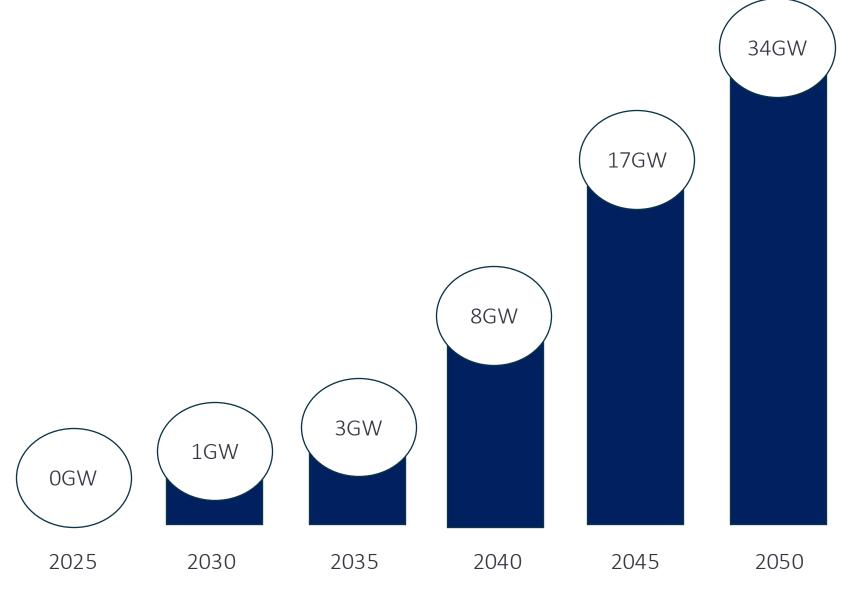


Funding Sources



Data Center Demand

Projected Growth Industry



3,000%1

Increase over a 25-year period according to study (link).

200%1

Increase over a 10-year period according to study (link).



SAFETY: ASME NQA-1

& BPVC Sec. III



NON-SAFETY: Commercial

Codes/Justification





FUEL: Uranium Enrichment









How to Get Certified



Where to Source Materials



How to Find Funding



How to Identify Buyers



COMING SOON United States Nuclear Regulatory Commission Protecting People and the Environment COMING SOON Protecting People and the Environment Output Description: Output

5 For 5 Series

- ASME Certifications (10 CFR 50.55a)
- Role of New Tech & Manufacturing Advancements
- Future of Certifications for Advanced Reactors



The Future of Nuclear:

Made in America. Designed for Tomorrow.

Mr. Dwight D. Deneal

Assistant Administrator

NASA Office of Small Business Programs





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September 9, 2025



Leveraging Industry and Supply Chains for Future Technology



Merritt Island, FL





Leveraging Industry and Supply Chains for Future Technology

