



Inspiring our Workforce and the World

RESTORING NASA'S CORE COMPETENCIES

- NASA is returning to a culture of competence, ownership, and urgency. To achieve the President's national space policy and maintain U.S. leadership in space exploration, NASA must urgently restore and retain in-house engineering, operational, and scientific excellence, and reclaim technical autonomy.
- We are looking to convert contractors to civil servants – in the thousands – with a focus on areas of core competencies
- Within the Tech Force initiative by the U.S. Office of Personnel Management (OPM), **NASA Force** will identify and place high-impact technical talent into mission-critical roles supporting NASA's exploration, research, and advanced technology priorities, ensuring the agency has the cutting-edge expertise needed to maintain U.S. leadership in space.

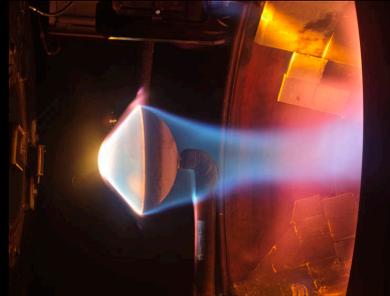


INVESTING IN NASA INFRASTRUCTURE

Through the **Working Families Tax Cuts Act (WFTCA)**, NASA is investing an additional ~**\$1 BILLION** to modernize critical infrastructure necessary to undertake breakthrough exploration, science, and discovery.

These investments help to enable:

- Reliable, modern facilities that reduce operational risk and disruptions.
- Upgraded capabilities that increase mission throughput and support next-generation research, testing, and launch operations.
- A more predictable operating environment.
- Lower long-term operating costs, including on energy and water.



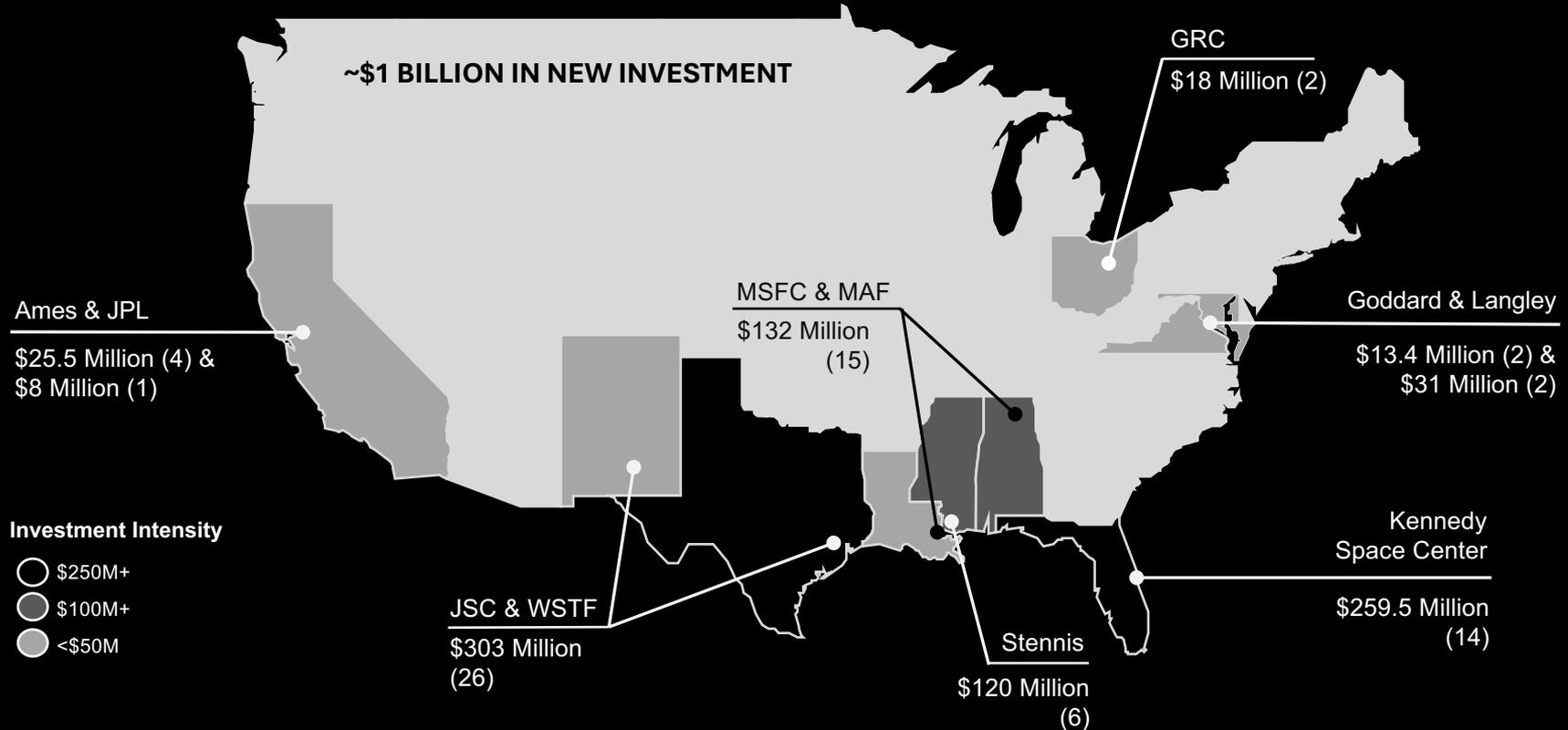
\$14M Arc Jet Modernization Investments

\$150M from WFTCA will enable NASA this year, to start making room for our future infrastructure by eliminating:

- 244,000 square feet of underperforming facilities
- \$10M in deferred maintenance from our backlog
- \$1.5M annually in operations and maintenance cost model
- \$145M in capital replacement value (CRV)

WFTCA INFRASTRUCTURE INVESTMENTS

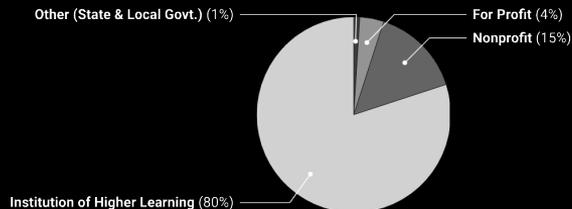
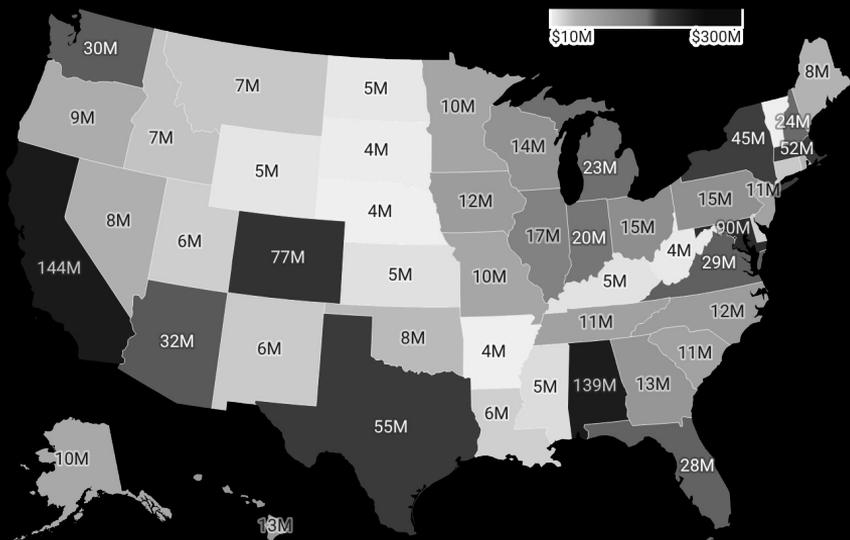
Capability upgrades, infrastructure investment, & demolition for the benefit of NASA and our commercial partners



*(Parentheses) indicate # of major projects being pursued



WHERE NASA SENDS GRANTS



1. CA	\$144.17 M
2. AL	\$139.14 M
3. MD	\$89.83 M
4. CO	\$77.37 M
5. TX	\$55.23 M

INVESTING IN THE WORKFORCE:

Advancing exploration also means investing directly in the innovators who make it possible.

Each year, hundreds of companies and universities receive NASA funding to develop technologies of the future in **advanced propulsion, autonomous systems, space communications, robotics, materials, and AI**. We focus on:

- Accelerating technology maturation from concept to flight-ready systems that can support NASA missions and commercial markets
- Transitioning breakthrough technologies into operational missions supporting National Space Policy objectives
- Expanding opportunities for startups, small businesses, and emerging innovators across the national space industrial base

TOTAL AMOUNT OBLIGATED:

\$1.278 billion

TOTAL NUMBER OF AWARDS:

1,612 grants

UNIQUE RECIPIENTS:

335



WHAT'S SLOWING NASA DOWN?

A New NASA. Faster. Smarter. Collaborative.

How do you drive transformational change? You start by listening to the people who make the mission possible.

- In my second week as Administrator, I asked a simple question to NASA's partners and our workforce: What's slowing us down? The response was extraordinary.
- Thousands of ideas from industry and employees alike are now shaping a new NASA, one that moves faster, removes barriers, and empowers innovation.
- By listening first and acting decisively, we are building an agency that works hand-in-hand with American industry to reach the next frontier.

WHAT YOU TOLD US

750+ recommendations from

51 commercial partners & 15 NASA executives

5,350+ workforce idea submissions and regulatory reform recommendations.



WHAT WE'RE DOING

We are acting FAST and just getting started, with lots more to learn

- 50 major directives / policy changes already implemented agencywide
- 120+ additional directives / changes to streamline the agency are being planned
- More than 370 sections, across over half of all NASA regulations, will be deregulated
- Hundreds more of NASA's ~3,000 policies are under review for revision or deletion
- 100+ new submissions coming in every week



WE ARE CHANGING HOW WE LISTEN

Have feedback for NASA? Have an unsolicited proposal? A real estate inquiry? Want to partner with NASA?

NASA FRONT DOOR



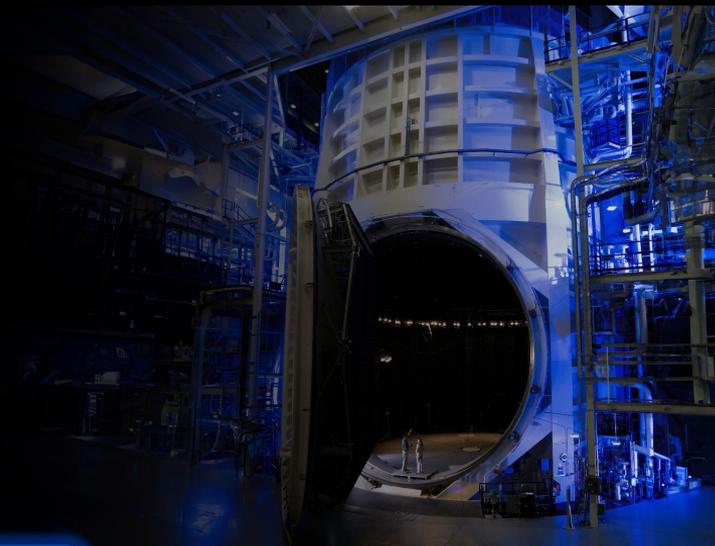
ENGAGE NASA ▾

SUBMIT FEEDBACK

Step Inside and Discover NASA

Your destination to submit ideas and connect with the right teams.

Visit <https://frontdoor.nasa.gov/> today!



EMPLOYEE INCENTIVE FLIGHTS

We are rewarding the best and brightest employees with incentive flights in various types of NASA and other affiliate aircraft.



Flights to **recognize, reward, and inspire** the NASA workforce that are helping achieve the near-impossible.



We have already flown nearly 20 employees and aim to ramp up the effort in the hundreds each year.

AIRSHOWS & MORE

NASA will participate in flyovers at launches, major sporting events, airshows, and national celebrations, with appearances from our large fleet of aircraft, including the Super Guppy, U-2, WB-57, F/A-18, T-38, and F-5.

Astronauts and NASA leadership will be speaking at Sun N Fun, Wings Over Houston, Oshkosh, and Kennedy Space Center.



STUDENT CHALLENGES: PREPARING STUDENTS FOR THE AEROSPACE WORKFORCE

HERC



Human Exploration Rover Challenge

Design, build, and test a rover to traverse an exoplanetary-like landscape. Human powered and remote-controlled divisions.

Micro-g NExT



Microgravity Neutral Buoyancy Experiment Design Teams

Design, build, and test a tool or device that addresses a current space exploration challenge.

NASA SUITS



Spacesuit User Interface Technologies for Students

Design, create, and test spacesuit information displays within an augmented reality environment.

Student Launch



Student Launch

Design, build, and launch a high-powered rocket carrying a scientific or engineering payload to further research and technology development.

Through our challenges, students solve real-world aerospace problems. They learn technical skills and soft skills, like teamwork, preparing them to hit the ground running at NASA or with our industry partners

NASA INTERSHIPS

270K+

applications for
NASA internship
opportunities annually

2,000+

selections annually



**Most Prestigious
Internship
5 Years in a Row**

Source: Vault.com

NASA IN A MODERN MEDIA ENVIRONMENT



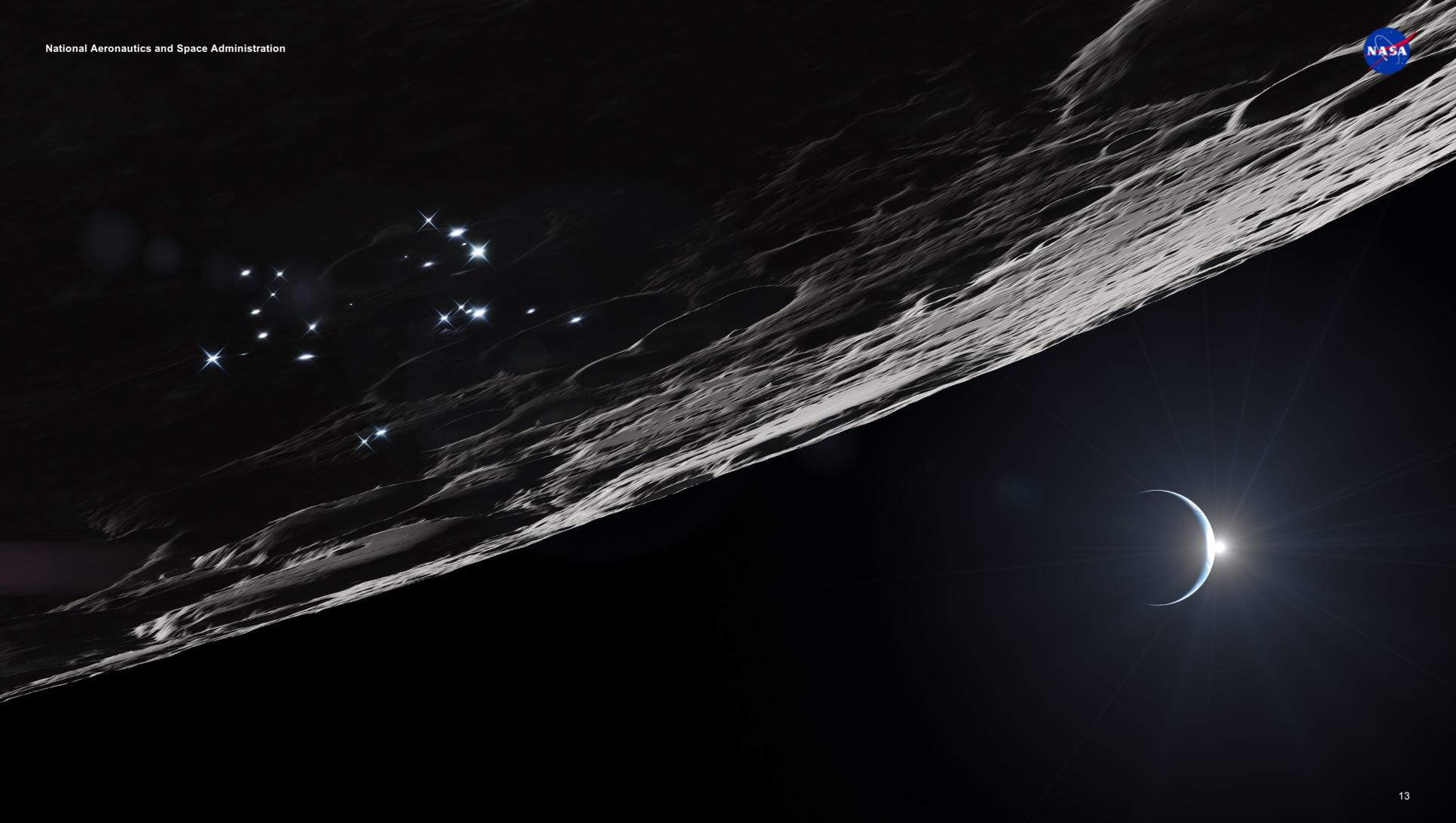
NASA+ has brought space a little closer to home, through partnerships with some of the world's biggest streaming platforms such as **Amazon Prime** and **Netflix**... and with more partnerships to come in 2026.

To inspire the next generation, we must meet them where they are. We are no longer asking the public to find us; we are bringing NASA directly to the platforms they use every day.



By appearing on the world's biggest platforms, NASA content is now in front of a modern generation that consumes 90% of its media via on-demand streaming rather than traditional cable.

Whether it be watching NASA+ Live Programming on Netflix, or an award-winning documentary on Amazon Prime, we are dedicated to reach and inspire the next generation of explorers for the benefit of all... and we are just getting started.



RECAP OF TODAY

We are swiftly returning to the Moon.

- Artemis II is quickly approaching. Artemis III will now test Orion alongside one or both landers in Earth orbit, and we will return to the surface during Artemis IV in 2028.

We are building a Moon Base.

- Our Moon Base construction will take a phased approach to build out capabilities with strong industry demand signal.

We are staying in LEO.

- Expansion of the International Space Station with a core module and commercial modules.

We are entering a Golden Age of science and discovery.

- We will advance world-changing discovery with existing and new science missions.

We are getting underway on nuclear power in space.

- Space Reactor 1 (SR-1) Freedom will deliver helicopters to Mars, setting the stage for future nuclear power in space initiatives.

We are unleashing NASA's workforce, investing in infrastructure, and by doing so, we will inspire the world. Now let's get to work!