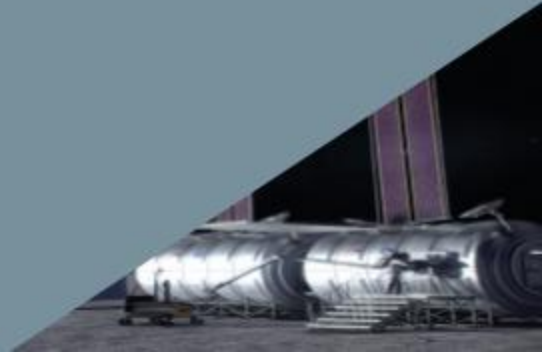
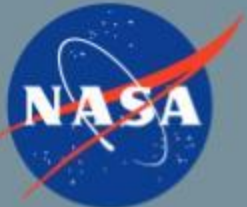




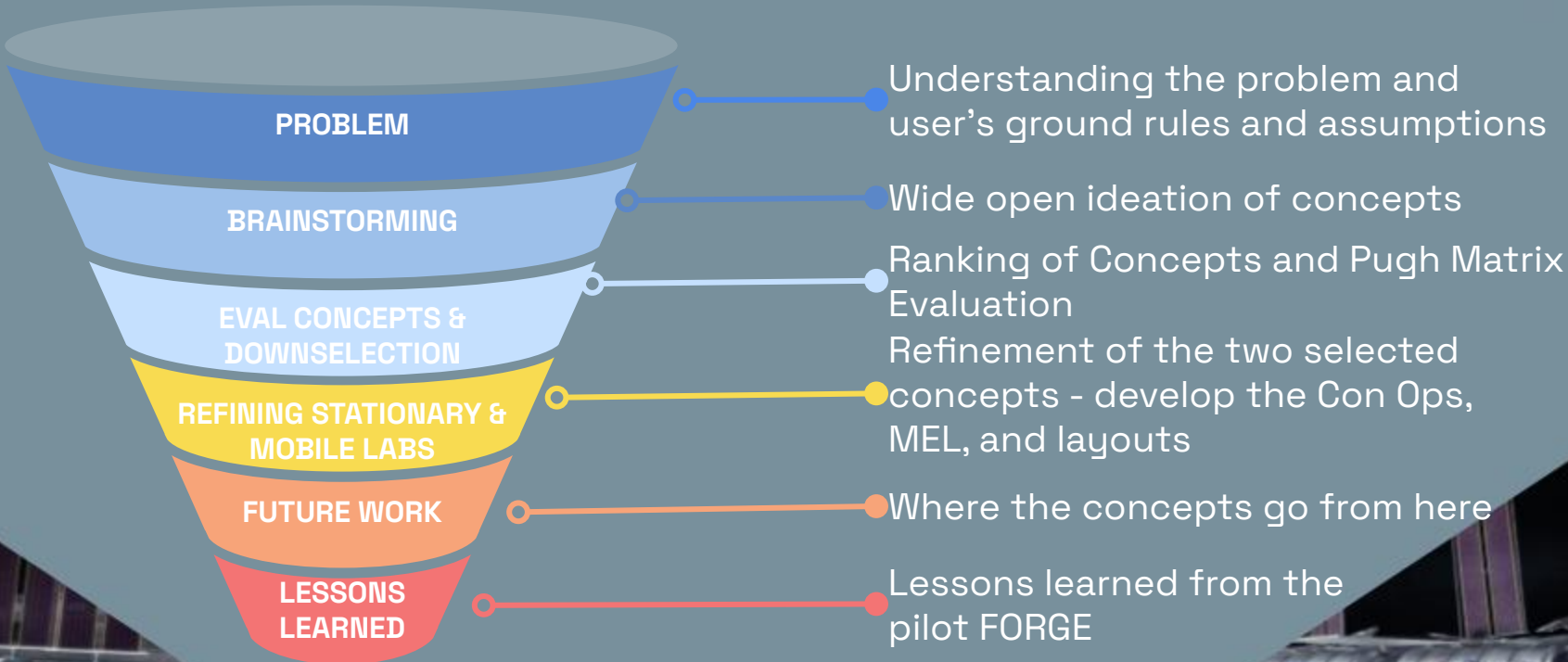
# The Lunar Lab Initiative

NASA JSC - Mike Interbartolo  
[michael.a.interbartolo@nasa.gov](mailto:michael.a.interbartolo@nasa.gov)





# Agenda

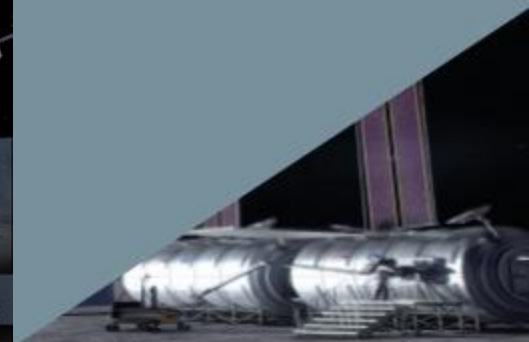
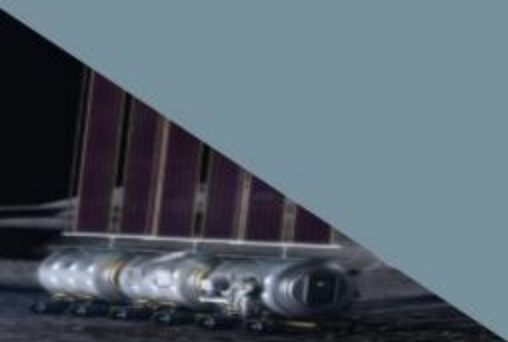
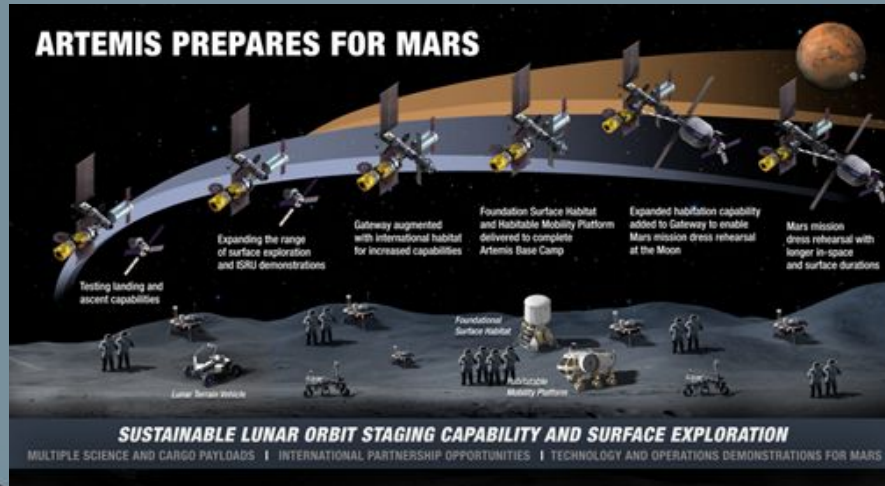




# Introduction



NASA is returning to the lunar surface to explore and establish a sustainable base at the South Pole of the Moon, not just to visit as was done during the Apollo Program. The current lunar surface plans include a Lunar Terrain Vehicle (LTV), Pressurized Rover (PR) and a Surface Habitat (SH), but due to lander down mass constraints, the ability to perform science in these elements is severely limited.

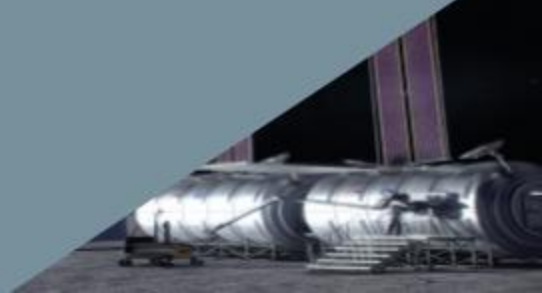
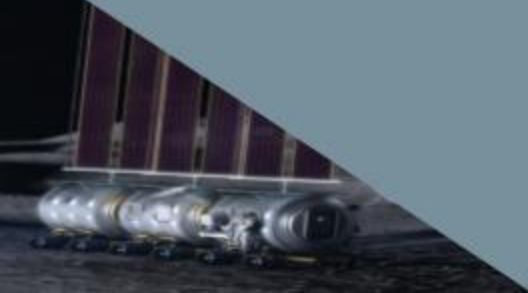




## Pilot FORGE Study to address this science shortfall



The “Forge the Lunar Lab” team included facilitators, a customer representative, subsystem experts, architects, safety experts, system engineers, human factors specialists, engineering visualization professionals, and lunar science experts. The concurrent design session was held to ideate concepts, evaluate and downselect, then refine the two chosen designs with mass, power, thermal, operations and human factors considerations. The sessions were held over five Fridays in order to accommodate the “on-call” representatives to the team with regular roles outside the study.





# Ground Rules & Assumptions



- Programmatic Considerations
  - Annual 4 person missions to the South Pole for ~33 days of surface operations
  - 2 crew live in the Surface Habitat while the other 2 roam in the Pressurized Rover
  - Launch on existing or near term potential commercial Launch Vehicles
  - Elements are expected to be self-sufficient
- Science Objectives
  - Research can include lunar environment, biological and non-biological process in the lunar environment, research of the universe from the lunar vantage point
  - Payload grouping from Constellation Program Study:
    - Geology Lab
    - Biology Lab
    - Physics Lab
    - External Payloads
  - Missing under Constellation was Human Research Lab



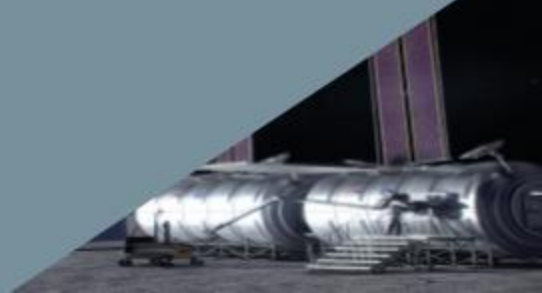
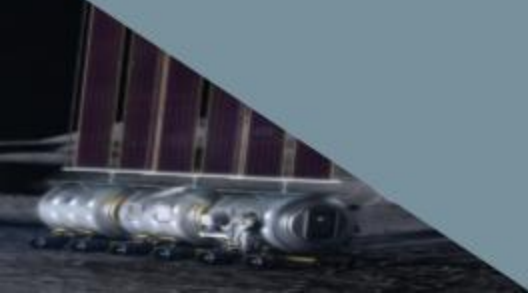


# Brainstorming Concepts



Several questions to flesh out the need for a science lab and different potential configurations. The team brainstormed around these questions:

- 1) How might we achieve science production?
- 2) How might we provide crew access or interface the asset to other surface elements?
- 3) How might we deploy the asset to its location?
- 4) How might we provide a pressurized volume for the crew?
- 5) How might we provide crew life support?





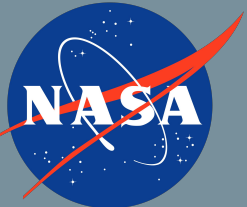
# Morphology Matrix



Maximize Science Production	<ol style="list-style-type: none"> <li>1. External Attached Instrument</li> <li>2. External Deployable Instrument</li> <li>3. External Remote Crew Operations</li> <li>4. External Remote Ground Operations</li> <li>5. Sample Return</li> <li>6. Sample Collection/Handling</li> <li>7. Lab Self-Mobile</li> <li>8. External Tools &amp; Instruments used EVA</li> <li>9. Internal Tools</li> </ol>
Asset Deployment – Delivery or Landing	<ol style="list-style-type: none"> <li>1. Non-Deployed “Top-Deck” Lander</li> <li>2. Non-Deployed “Underslung” Lander</li> <li>3. Sky Crane</li> <li>4. Davit Crane</li> <li>5. Collapsible Legs</li> <li>6. Multi-piece Module</li> <li>7. Expandable</li> </ol>

Asset Deployment – Post Landing	<ol style="list-style-type: none"> <li>1. Self-propelled on wheels</li> <li>2. Carried by other asset</li> <li>3. Stationary</li> <li>4. Towed by other asset</li> <li>5. Rolling</li> <li>6. Rails</li> <li>7. Self-propelled on legs</li> <li>8. Self-propelled on thrusters</li> </ol>
Crew Access & Interface with other Elements	<ol style="list-style-type: none"> <li>1. Airlock</li> <li>2. Direct connection</li> <li>3. No crew access</li> <li>4. Docking system</li> <li>5. Hatch</li> <li>6. Suitport</li> <li>7. Pressurized Tunnel</li> <li>8. Pressurized Garage</li> </ol>

Pressurized Volume	<ol style="list-style-type: none"> <li>1. Lava tube</li> <li>2. Repurposed asset</li> <li>3. 3D-printed</li> <li>4. Composite Pressure Vessel (PV)</li> <li>5. Hybrid PV (metallic/expandable)</li> <li>6. Metallic PV</li> <li>7. Expandable PV</li> <li>8. No PV</li> <li>9. Multiple or segmented</li> </ol>
Environmental Control and Life Support System (ECLSS)	<ol style="list-style-type: none"> <li>1. In-situ Resource Utilization (ISRU)</li> <li>2. Use Surface Habitats</li> <li>3. Use Pressurized Rovers</li> <li>4. Regenerative ECLSS</li> <li>5. Resupplied ECLSS</li> <li>6. Use spacesuit portable life support system (PLSS)</li> <li>7. Hybrid of regenerative &amp; resupply</li> <li>8. Plant-based</li> </ol>

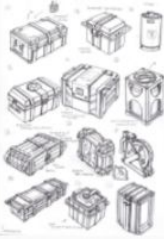


# Brainstorming Concepts



## Concept 1: Minimalist, Crew Operated

necessary tools only with pallets of tools/equipment all EVA accessible. no PV volume, robotic assistants (rovers/drones)  
 mass driver shoots up to gateway or Earth for processing  
 just enough to find the interesting stuff to send back to earth/gateway which better equipment  
 Four 3MT pallets arrive on the lander then Davit deployed to surface for EVA access. each pallet could be themed around a science objective. Could have a pallet reduce science capacity but hop to different location.  
 Could be located within walking distance of surface Hab or rover drives to it for extended stay (mult EVAs living out of rover)  
 lander provides power to science pallet when in use.



- No PV/Life Support
- EVA accessible equipment
- Davit crane deployment
- Small robotic assistance
- Frequent sample return and data transfer

## Concept 2: Cadillac/Pressurized Lava Tube

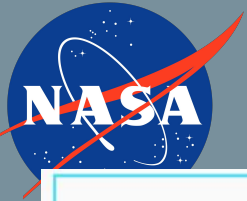
Underground lava tube with similar science pallets deployed from lander then drive themselves into the lava tube. requires to cargo landers - one to deploy the four 3MT science pallets and another to deploy four 3MT of equipment to provide lava tube airlock/Seal and ECLSS/habitation outfitting. will have garage area for Pressure or unpressurized rover repairs/ deployment. Greenhouse/Algae provide support for ECLSS as well as potential for ice in tube to augment as well comm and power on surface. or nuke power deployed far away in lava tube.  
 unlimited expansion potential with Boring company drill



- Pressurize lava tube network
- Nuclear/Solar power plant
- Two launches
- Mobile Science Rover
- Infrastructure expansion opportunities
- Surface Comms and Power
- ISRU-augmented life support







# Brainstorming Concepts



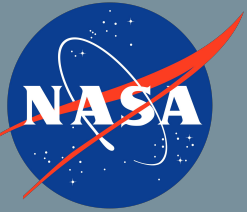
## Concept 3: Top-Deck Multi-piece "Starship style" - Stationary

- airlock, walk-in/out from porches
- Suit-ports + Airlock up on porch
- Davit crane up/down
- Pre-fab pressurized volume
- Lab, Hab & airlock modules
- Inflatable section
- Reuse tank section for pressurized volume
- Fission power-source
- water-encased module for rad protection

## Concept 4: drop-down multi-piece, Single landing - Stationary

- 6 sections stacked on lander 3 over 3
- lower sections to ground (Davit crane) - interconnect with flexible tunnels
- Solar power systems (deploy on high mast)
- 3D printed radiation shelter
- ISRU, mine-water -> electrolysis, and carbon store LOX and CH4





# Brainstorming Concepts



Stationary lab

Pre-assembled modules connected by tunnels

Main pressurized entrance that leads to others

Modules connected through pressurized tunnel

Different labs for disciplines - can isolate different temperatures, PPE, etc.

Sample ports important

Maximize allocated science volume

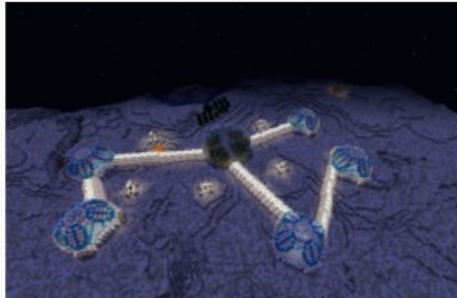
Modularity / expandability

Mobility system to relocate modules after landing

Allow autonomy for science payloads - not limited to just what the crew in the room can do

## Concept 5: Interconnected Modular Science Base Camp Multi-landing, Stationary

Draw life support off the Hab - supplement if necessary



## Concept 6: Starship Researcher

Use an entire Starship as a science lab

Stationary lab

Large volume/pre assembled

Maximize allocated science volume

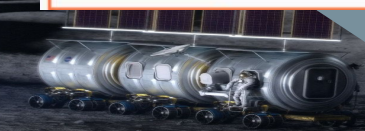
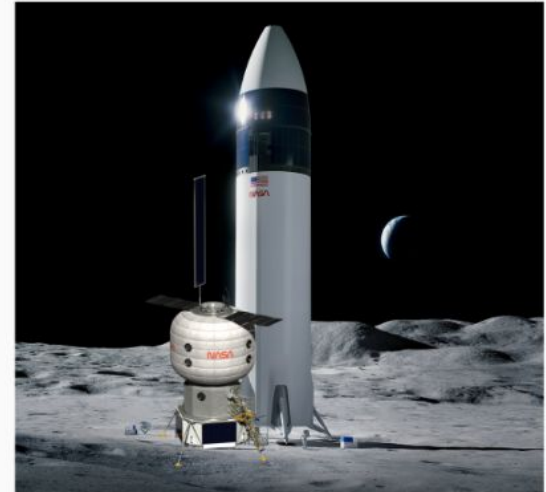
Airlock/Subports to access

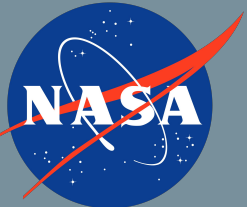
Different labs for disciplines - can isolate different temperatures, PPE, etc.

Maximize allocated science volume

TBD (Mobility system to relocate Starship lab after landing)

Allow autonomy for science payloads - not limited to just what the crew in the room can do





# Brainstorming Concepts



## Concept 7: Mobile Multi-Module Laboratory



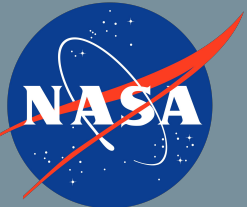
- Train Modules together via ADAs
- Mobile Platforms with some capability as rover
- Open Loop/Tanks ECLSS
- Mobile
- Active Mobility
- Rover-like with a laboratory outfit
- Incorporate inflatables onto sides (pop-up camper)
- Reduce concentrations for collection (display/monitor/analyze)
- 40x60 EVA Hatch
- Pressurized Tunnel/ Autonomous Docking Adapter
- Glovebox/ ScienceLock / Suitport
- Robotic Arm

## Concept 8: 3D-Printed Stationary Laboratory



- Stationary
- Pressurized Tunnel/Docking System
- More Volume & Mass available for science
- Autonomous/ Remote Control
- 3D Printed Lab w/ Bladder on inside
- Closed Loop ECLSS
- Hybrid structure
- Airlock





# Brainstorming Concepts



## Concept 9: Science-focused, Pressurized Single Element Rover

How it Landed: Underslung

Mobility: Mobile on Wheels

Suit Ports

Composite, Non Expendable PV

Regen ECLSS

Power & data stored externally



## Concept 10: Non-Pressurized, Remote Operated, Stationary Lab

How it landed: SkyCrane

Mobility: Stationary

Congestion of Science Equipment

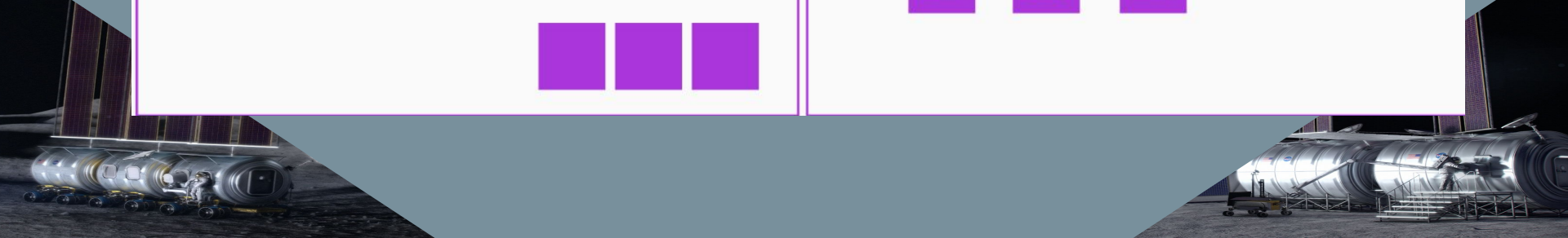
Remote drones

Robotic Arms

Robotic Sample Collectors

Crew uses their own Suits for Life Support & PV if they need to do maintenance

Power & data stored externally



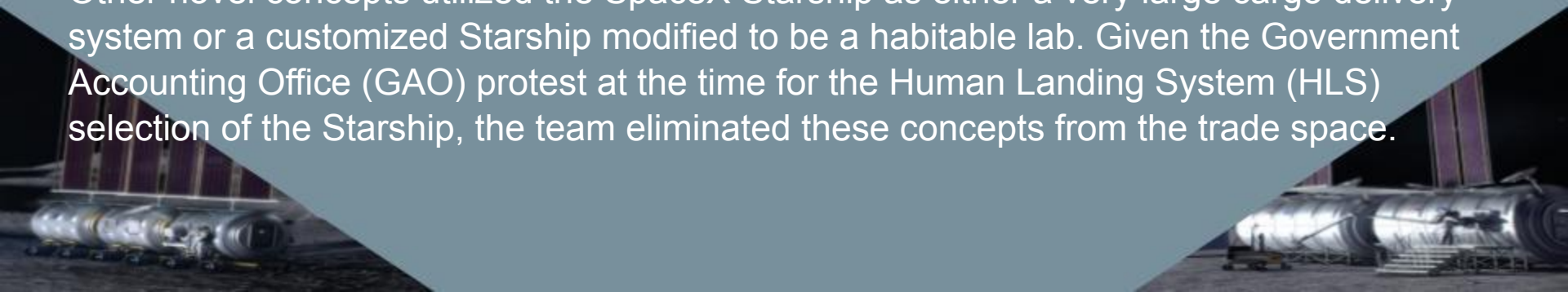


## Two ends of the Brainstorming spectrum



The “Lava Tube Lab” was at the low TRL end of the spectrum. This concept used a natural lava tube and underground cavern to provide the habitable volume for as large a science lab as desired. While this concept provided an unlimited expandable base infrastructure for science, the team realized that there are no known lava tubes in vicinity of the planned lunar south pole base locations. This concept could still be used if a Tunnel Boring Machine (TBM) were developed to create the underground system at the desired location.

Other novel concepts utilized the SpaceX Starship as either a very large cargo delivery system or a customized Starship modified to be a habitable lab. Given the Government Accounting Office (GAO) protest at the time for the Human Landing System (HLS) selection of the Starship, the team eliminated these concepts from the trade space.



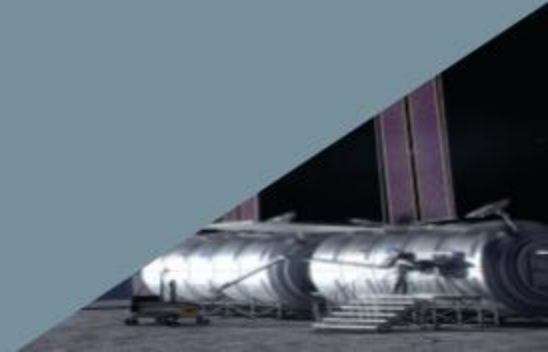


## Evaluation



The team voted on the most innovative concepts, with the results showing the “Lava Tube Lab” and the “Multi-Module Mobile Lab” ranking highest.

Second, the team voted on the most feasible concepts, which resulted in the “Minimalist Lab”, a single module rover, and stationary concepts ranking highly.





# Pugh Method



The baseline (concept 5) was the multi-module stationary lab. Concepts that scored worse than the baseline (2, 4, and 8) were the “Lava Tube Lab”, the single landing stationary lab, and the 3D-printed lab. Concepts that scored better than the baseline (6, 7, and 9) were the science-focused Starship, the multi-module mobile lab, and the single element science-focused rover. The multi-module mobile lab was considered an extension of the single element rover, so the concepts were combined.

Objective	Weights	Concept 5	Concept 2	Concept 4	Concept 6	Concept 7	Concept 8	Concept 9
Completes science Objectives	25	<b>Datum</b>	+3	-1	+2	+5	+1	+1
Extensibility to Mars	12		-1	+1	+4	+9	+8	+4
Affordability	25		-8	+3	+11	+1	0	+5
Reduced crew risk	13		0	0	+6	+1	-1	+1
Compatible w/ Artemis base camp arch.	25		-8	-2	-1	+4	-4	+5
<b>Weighted Objective</b>			<b>0</b>	<b>-3.37</b>	<b>0.12</b>	<b>4.26</b>	<b>3.71</b>	<b>0.08</b>



# Multi-Module Stationary Lab



To maximize the downmass, a three-element delivery architecture was chosen with aggregation in Low Earth Orbit (LEO). This mission profile consisted of the lab element launching with a propulsion bus stage, a descent lander element, and a transfer element for performing the Translunar Injection (TLI) burn. The lab element will launch on a commercial launch vehicle, mounted vertically in the launch fairing to maximize the lab size. Once launched, the lab element and bus await the arrival of the descent lander and transfer element. The lab element will be mounted in the horizontal configuration on the descent lander to make offload and placement on the surface easier.





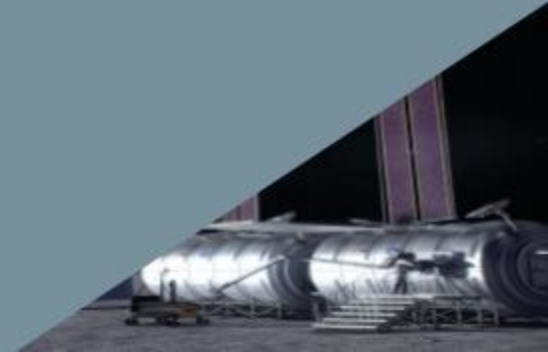


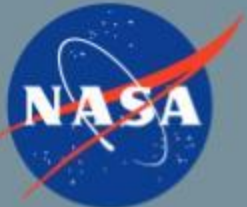
# Multi-Module Stationary Lab Trades



Various design trades were conducted by the concurrent engineering team to fully explore the design space:

- Vertical vs Horizontal Module orientation
- Hard structure vs Inflatable
- ECLSS centralized vs distributed





# Multi-Module Stationary Lab MEL and PEL



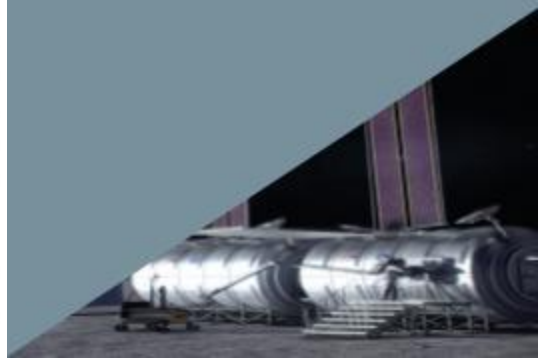
Lunar Lab MEL			
Subsystem	Masses (kg)		
	Basic	MGA	Predicted
1.0 Structures	3566.8	25.0%	4458.5
2.0 Power	1294.6	20.0%	1553.5
3.0 C&DH	473.4	20.0%	568.1
4.0 C&T	0.0	0.0%	0.0
5.0 GN&C	0.0	0.0%	0.0
6.0 Thermal	302.0	18.9%	359.1
7.0 Life Support	508.7	20.0%	610.5
8.0 Crew Systems	66.5	20.0%	79.8
9.0 Robotic Systems	5967.0	26.8%	7563.8
10.0 Misc	0.0	0.0%	0.0
<b>Total Dry Mass</b>	<b>12179.0</b>	<b>24.7%</b>	<b>15193.2</b>
Extra Systems Margin: (15% of Basic)			1826.8

11.0 Payload, Science & Cargo	Masses (kg)		
	Basic	MGA	Predicted
Science & Cargo	7223.09	13.0%	8160.8
Non-prop Fluids (all fluids other than maneuver prop):	141.36	20.0%	169.6
<b>Total Wet Mass (kg):</b>	<b>25350.5</b>		

Lunar Lab PEL		
Subsystem	Power (W)	
	Nominal	Peak
1.0 Structures	0	0
2.0 Power	450.594	548.713
3.0 C&DH	1388.2	0
4.0 C&T	0	0
5.0 GN&C	0	0
6.0 Thermal	401	0
7.0 Life Support	2046	0
8.0 Crew Systems	500	1000
9.0 Robotic Systems	8400.00	15150.00
10.0 Misc	0	0
<b>Total Power Usage:</b>	<b>13185.8</b>	<b>16698.7</b>
Extra Systems Margin: (15% of Basic)	1977.87	2504.81

11.0 Payload, Science & Cargo	Power (W)	
	Nominal	Peak
Science & Cargo	6794.5	8279.5
Non-prop Fluids (all fluids other than maneuver prop):	0	0
<b>Total Power (W)*:</b>	<b>19980.3</b>	<b>24978.2</b>

\*Note does not include any margin



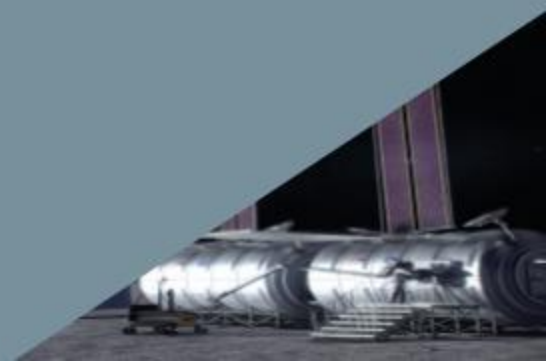
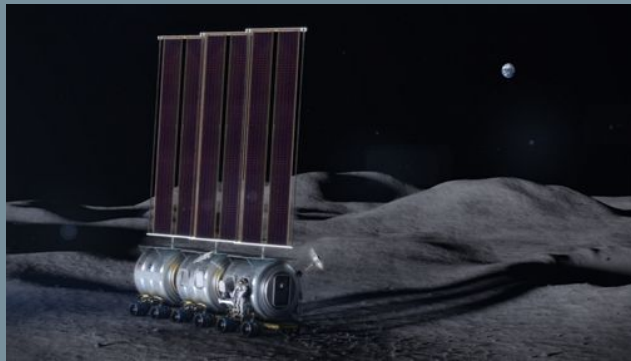


## Multi-Module Mobile Lab



Each pressurized lab module will launch integrated on a descent lander and arrive at the Moon via ballistic trajectory with a coast duration of 90-120 days. Once on the surface, MCC will command the mobile lab module to deploy to the surface via either a Davit Crane or lander ramp. Once on the lunar surface, the mobile lab module will drive to the parking lot designated area to await the arrival of the other mobile lab modules.

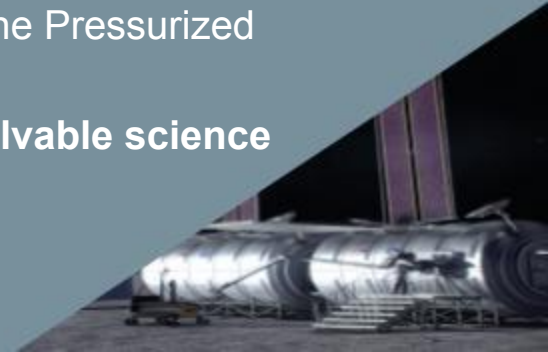
Two crew members could use the mobile lab at the surface habitat while the other two crew members perform EVAs out of the surface habitat. Or, all four crew members could split between the mobile lab and the pressurized rover to explore an area of interest away from the surface habitat for part of the surface stay.





# Multi-Module Mobile Lab Strengths

1. With mobility comes the ability to **provide greater area of surface exploration**, which is highly desirable by the science community.
2. With each module having its own mobility, the **assets can be pre-positioned** and do not need a separate surface transport capability.
3. This mobile lab can **share the same landing and delivery system** as the already planned Pressurized Rover.
4. If used in conjunction with the Pressurized Rover, the **overall exploration range away from the Artemis Base Camp may be increased**.
5. The mobile lab adds robustness to the overall architecture since it could **provide a safe haven** accessible from both the Habitat and the Pressurized Rover.
6. Standardized modules delivered sequentially allow for an **evolvable science capability** on the surface.





# Multi Module Mobile Lab Weaknesses



1. The **science payload mass** available in each module will be **reduced** due to the mass of the mobility system.
2. While the lab was in motion, it would be hard to do any science experimentation; therefore, **crew time would be divided between science and driving**. Science equipment will have to withstand the additional loads and dynamics from the lab motion.
3. With the linear design, it is **not easy to isolate the central modules**. Additionally, driving a 'train' is more difficult than a single module and terrain access will be limited.
4. Having connections between modules **reduces the habitable space** and adds complexity.
5. With mobility, there is a **greater need for restraints and fall hazards**.



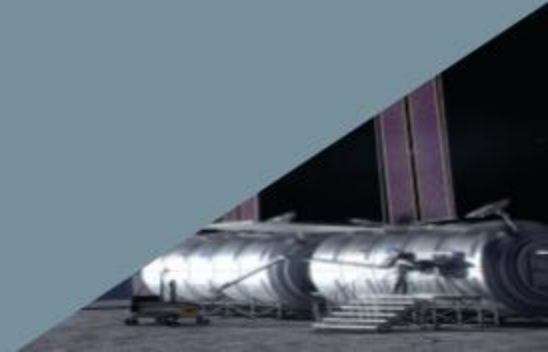


# Multi-Module Mobile Lab Trades



Various design trades were conducted by the concurrent engineering team to fully explore the design space.

- Vertical vs Horizontal Module orientation
- Hard structure vs Inflatable
- ECLSS centralized vs distributed





# Multi-Module Mobile Lab MEL and PEL



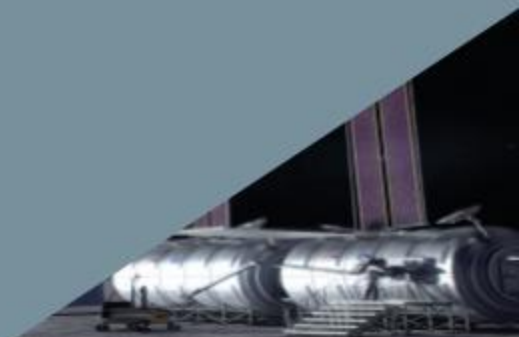
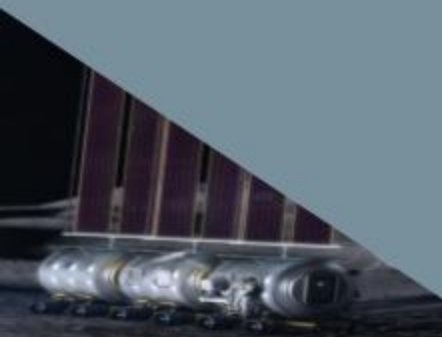
Lunar Lab MEL			
Subsystem	Masses (kg)		
	Basic	MGA	Predicted
1.0 Structures	1356.6	25.0%	1695.7
2.0 Power	1371.5	20.0%	1645.8
3.0 C&DH	444.9	20.0%	533.9
4.0 C&T	2.5	20.0%	3.0
5.0 GN&C	0.0	0.0%	0.0
6.0 Thermal	258.1	18.7%	306.4
7.0 Life Support	639.5	20.0%	767.4
8.0 Crew Systems	156.9	20.0%	188.2
9.0 Robotic Systems	4030.0	27.5%	5139.0
10.0 Misc	56.0	20.0%	67.2
<b>Total Dry Mass</b>	<b>8315.9</b>	<b>24.4%</b>	<b>10346.7</b>
Extra Systems Margin: (15% of Basic)			1247.4

Lunar Lab PEL		
Subsystem	Power (W)	
	Nominal	Peak
1.0 Structures	0	0
2.0 Power	445,266	562,319
3.0 C&DH	1737.4	362
4.0 C&T	0	0
5.0 GN&C	0	0
6.0 Thermal	401	0
7.0 Life Support	3666	0
8.0 Crew Systems	804.4	1352
9.0 Robotic Systems	9500.00	15850.00
10.0 Misc	0	0
<b>Total Power Usage:</b>	<b>16554.1</b>	<b>18126.3</b>
Extra Systems Margin: (15% of Basic)	2483.11	2718.95

11.0 Payload, Science & Cargo	Masses (kg)		
	Basic	MGA	Predicted
Science & Cargo	4015.53	20.0%	4819.1
Non-prop Fluids (all fluids other than maneuver prop):	224.82	20.0%	269.8
<b>Total Wet Mass (kg):</b>			<b>16683.0</b>

11.0 Payload, Science & Cargo	Power (W)	
	Nominal	Peak
Science & Cargo	3154.5	3749.5
Non-prop Fluids (all fluids other than maneuver prop):	0	0
<b>Total Power (W)*:</b>	<b>19708.6</b>	<b>21875.8</b>

\*Note does not include any margin

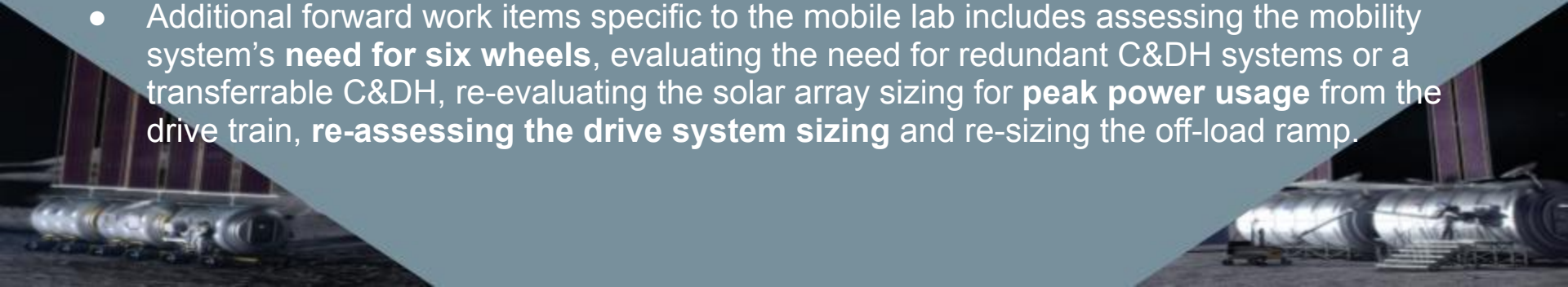




# Future Work



- The Study did not evaluate **development cost and schedule** for either multi-module concept.
- The **science portfolio** included was notional and mostly from the perspective of lunar science. The additional science communities should be incorporated to help refine these equipment needs.
- For both multi-module labs, the main forward work items include assessing the estimated data storage increase, evaluating antenna placement, integrating the vehicle sizing, and launch configurations to arrive at vehicle element design and **distribution on launch vehicles and mass reduction efforts** by increasing the fidelity of the models and sizing of the subsystems.
- Additional forward work items specific to the mobile lab includes assessing the mobility system's **need for six wheels**, evaluating the need for redundant C&DH systems or a transferrable C&DH, re-evaluating the solar array sizing for **peak power usage** from the drive train, **re-assessing the drive system sizing** and re-sizing the off-load ramp.







# Human Factors Evaluation Needed



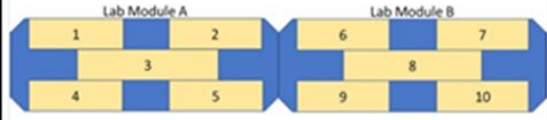
The purpose of the evaluation is to obtain preliminary data on human interfaces and configuration habitation layout for lunar science missions per concept.

Chose an area number for each of the internal Lunar Lab elements for Mobile Lab Modules A-E

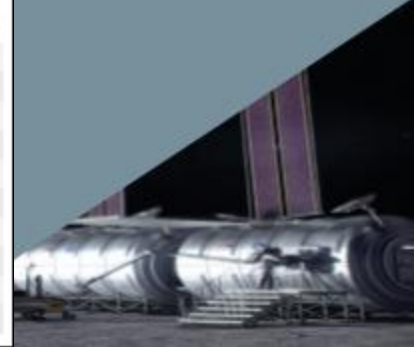
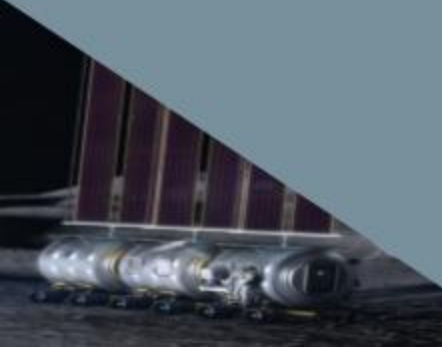


	Biology Lab (Choice 3 Area)	Multi- Disciplinary Shared Equipment (Choice 3 Area)	Geology Lab	Physics/Tech ology Writing Lab (Choice 2 Area)	Human Research Lab	Habitation/M aintenance (Choice 2 Area)	Evk
Area 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 6	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 7	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 8	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 9	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Chose an area number for each of the internal Lunar Lab elements for Lab Modules A-B



	Biology Lab	Lab A Multi- Disciplinary Shared Equipment	Lab B Multi- Disciplinary Shared Equipment	Geology Lab (Choice 2 Area)	Physics Lab & Technology Lab (Choice 2 Area)	Human Research Lab	Not Used
Area 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 6	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 7	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 8	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 9	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area 10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

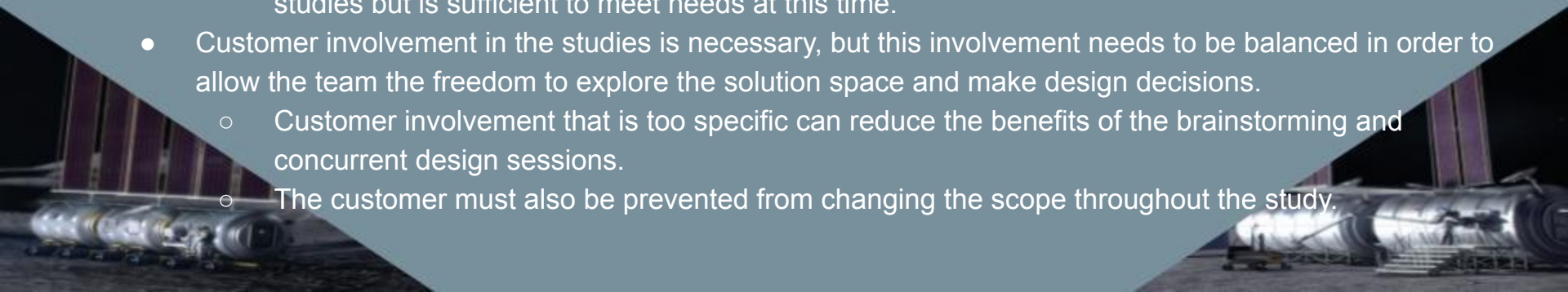




# Lessons Learned



- Lessons learned on the process and development of the Forge are documented in a separate paper (Forging the Forge March 10 21:00 @ Lake/Canyon).
- Five days to brainstorm, evaluate, and develop 2 concepts was not enough time to fully document the trades and refine the concepts fully.
  - If future studies scope two concept designs, an additional three days will be included in the schedule and additional architects will be added to the roster.
- Sometimes it was hard to visualize current state of the concept.
  - A visual medium (visual iteration, sketching, CAD or graphics) to communicate the current state of the design, and having that displayed either in the room or virtually would have been a great benefit.
  - A better data management platform than Microsoft Office 365 and OneDrive is desired for future studies but is sufficient to meet needs at this time.
- Customer involvement in the studies is necessary, but this involvement needs to be balanced in order to allow the team the freedom to explore the solution space and make design decisions.
  - Customer involvement that is too specific can reduce the benefits of the brainstorming and concurrent design sessions.
  - The customer must also be prevented from changing the scope throughout the study.

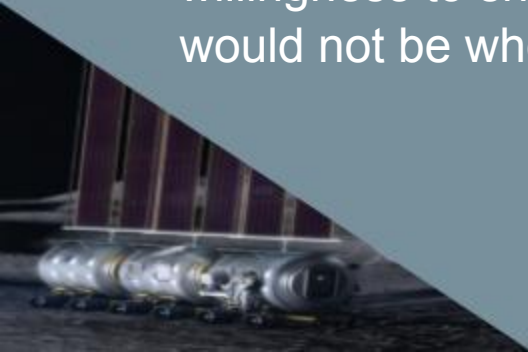




# Acknowledgements



- The engineering visualizations were produced by Brad Reynolds of Analytical Mechanics Associates, Inc.
- This work was sponsored primarily by the Johnson Space Center's Engineering Directorate with support from many other Directorates at JSC.
- Finally, we appreciate the time and information shared with us by JPL's Innovation Foundry (Randii Wessen, Kelley Case, Steve Matousek) and GRC's Compass Lab (Steve Oleson and Betsy Turnbull). Without their willingness to share some of their best practices and lessons learned, we would not be where we are at today.





# Paper Authors



Michael Interbartolo  
Michael.a.interbartolo@nasa.gov



Dr. William O'Neill  
bill.j.oneill@nasa.gov



Molly Bannon  
molly.bannon@nasa.gov



Dr. Robert Howard  
robert.l.howard@nasa.gov



Brett Montoya  
brett.d.montoya-1@nasa.gov



Jackie Black  
jacquelyne.l.black@nasa.gov



Harry L. Litaker, Jr.  
harry.l.litaker@nasa.gov