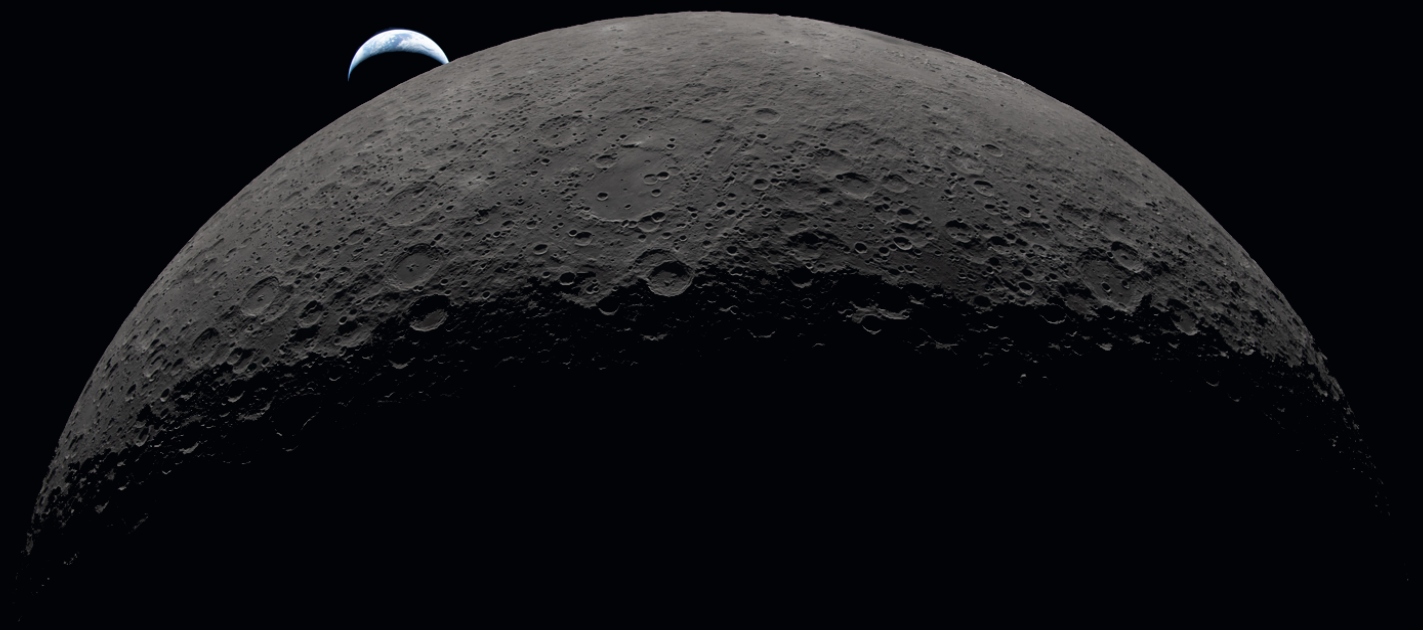
NASA

VOLUME OF INTEGRATED PERFORMANCE



2026/2027 Agency Performance Plan
2025 Agency Performance Report
2027 Agency Evidence Plan
2026 Capacity Assessment

Image Caption: A full Moon was seen shining over NASA's SLS (Space Launch System) and Orion spacecraft, atop the mobile launcher in the early hours of February 1, 2026. The rocket was at Launch Pad 39B at NASA's Kennedy Space Center in Florida, as teams were preparing for a wet dress rehearsal to practice timelines and procedures for the launch of Artemis II. Credits: NASA/Sam Lott

Table of Contents

Image Caption: A natural-color satellite image of Mayon Volcano in the Philippines shows bright, glowing lava flowing down its slopes. Infrared overlays highlight the heat signature of the lava, while surrounding areas display volcanic ash, rockfalls, and drifting sulfur dioxide plumes captured during the February 26, 2026 eruption. Credits: Michala Garrison, using Landsat data from the U.S. Geological Survey

NASA at a Glance

Overview

For over 60 years, NASA has led in space exploration, inspiring the nation, securing America's enduring global leadership in space, and advancing knowledge of the Earth and the universe. NASA research has advanced aeronautics, developed the commercial space industry, and bolstered the U.S. economy through innovative technology development partnerships with American businesses.

Organizational Structure

The Administrator and senior officials lead NASA by providing top-level strategy, policy, and direction. NASA's Office of the Chief Financial Officer leads the Agency's budget development, execution, and Agency-wide performance management activities. Mission Directorates and Mission Support Offices at Headquarters manage decisions on programmatic investments and guide operations of the Centers, which implement and develop projects. NASA uses data and evidence to inform investment decisions at all levels, ranging from day-to-day operations to selecting major missions and establishing the necessary infrastructure to pursue goals that may take a generation or longer to realize. The distributed and diverse nature of NASA's work is unified by an integrated performance culture that engages employees and stakeholders at all levels.

NASA is committed to remaining a good steward of the taxpayer's numerous investments entrusted to our care. This includes maintaining a culture of data-driven performance management, evidence-building activities, and evaluations that continually improve our accountability, transparency, oversight, and decision-making. This approach supports evidence-based strategic and performance planning across organizations, leads to more consistent performance reporting, and ensures the optimal use of our resources.

In this Volume of Integrated Performance (VIPer), NASA's Performance Plan describes the Performance Goals, including the underlying milestone targets, consistent with the FY 2027 President's Budget Request. The Performance Report describes results and outcomes from activities conducted in FY 2025. The Annual Evidence Plan describe NASA's evidence-building activities planned for FY 2027, and the Capacity Assessment details NASA's resources and ability to conduct those activities.

Strategic Plan

NASA's 2026 Strategic Plan will publish later this year at nasa.gov/performance.

Image Caption: A SpaceX Falcon 9 rocket topped with a Dragon spacecraft stands on Launch Complex 39A at NASA's Kennedy Space Center ahead of the Crew-10 mission. The vehicle is prepared to send four crew members to the International Space Station for a multi-month science mission. Credits: SpaceX

Section 1: Agency Performance Planning and Reporting

PART 1: FY 2026/2027 Agency Performance Plan

PART 2: FY 2025 Annual Performance Report

Image Caption: NASA announced its 2025 Astronaut Candidate Class on September 22, 2025. The 10 candidates, pictured here at NASA's Johnson Space Center in Houston are: U.S. Army CW3 Ben Bailey, Anna Menon, Rebecca Lawler, Katherine Spies, U.S. Air Force Maj. Cameron Jones, Dr. Lauren Edgar, U.S. Navy Lt. Cmdr. Erin Overcash, Yuri Kubo, Dr. Imelda Muller, and U.S. Air Force Maj. Adam Fuhrmann. Credits: NASA/J. Valcarcel

FY 2026 - 2027 Agency Performance Plan

Summary of FY 2026/2027 Performance Goals

Goal Identifier	Description	Lead Office
1.1	**2026:** Advance America's goal to land on the Moon by launching the Artemis II test flight, demonstrating capabilities that will advance human exploration **2027:** By 2028, land the next American on the Moon by launching Artemis missions demonstrating capabilities advancing human exploration	ESDMD
1.2**	Advance America's global leadership in space by establishing an enduring presence on the lunar surface	ESDMD
1.3**	Advance technology that enables American-crewed missions to Mars and beyond	ESDMD
1.4	Transition exploration programs to the commercial sector to promote cost-effective methods for future spaceflight transportation to the Moon and Mars	ESDMD
1.5	Operate ISS safely until de-orbit can be achieved	SOMD
1.6	Advance commerical options for continued presence in low Earth orbit (LEO)	SOMD
2.1	Advance scientific knowledge and application by progressing Science Mission Directorate's major projects through critical milestones	SMD
2.2	Advance ability to predict and respond to space weather events	SMD
2.3	Utilize NASA Earth Science data and products to grow the economy, enhance national security, and create a more resilient nation	SMD
2.4	Achieve mission success criteria for Science Mission Directorate projects in operation, delivering data and benefits to the nation	SMD
2.5	Consolidate and modernize Earth Science data archive centers to improve efficiency and cost effectiveness of data management	SOMD
2.6	Advance scientific research to understand Mars and improve capabilities for future human exploration *(New in 2027)*	SOMD
3.1	Rapidly develop and demonstrate technologies for human exploration of the Moon and Mars	STMD
3.2	In partnership and collaboration with U.S. industry, rapidly develop and demonstrate space technologies to ensure American global leadership and the expansion of space commerce	STMD
3.3	Mature Commercial Lunar Propellant Capabilities to Reduce the Cost of Lunar Transportation and Expand Commercial Activity on the Lunar Surface *(New in 2027)*	STMD
3.4	Expand Availability of Radioisotope Power Systems *(New in 2027)*	STMD
3.5	In partnership with the Federal Aviation Administration and airlines, develop and scale capabilities to improve operations of the National Airspace System, reducing airline delays and operating costs, and saving passenger time	ARMD
3.6	Enable the future generation of American aerospace by researching and developing engine systems, manufacturing techniques, and innovative designs and technologies	ARMD
4.1	Strengthen protection of NASA data and assets by increasing the aggregate score of the Agency's comprehensive cybersecurity scorecard	MSD, OCIO
4.2	Demonstrate increased facility reliability for current and future mission needs through investments in preventative maintenance that reduces reactive maintenance	MSD, OSI
4.3	Minimize the number and severity of employee injuries and illnesses to increase onsite productivity	MSD, OSMA
4.4	Ensure the health and safety of NASA astronauts and pilots	MSD, OCHMO

** Indicates an Agency Priority Goal (APG)

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 1: EXPLORE

Performance Goal 1.1:
Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

2026: Advance America's goal to land on the Moon by launching the Artemis II test flight, demonstrating capabilities that will advance human exploration

2027: By 2028, land the next American on the Moon by launching Artemis missions demonstrating capabilities advancing human exploration

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	3

Critical milestones for FY 2026

1. Conduct Artemis II Flight Readiness Review
2. Launch Artemis II

Critical milestones for FY 2027

1. Accelerate the development of the xEVA lunar surface suits and reduce technical risk by integrating on-orbit testing in 2027
2. Successfully complete rendezvous demonstration mission with Artemis III to test one or both commercial landers from SpaceX and Blue Origin
3. Evaluate readiness of both commercial landers for use in a landing demonstration mission with Artemis IV

Performance Goal 1.2:
Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

Advance America's global leadership in space by establishing an enduring presence on the lunar surface
(Agency Priority Goal)

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	4	3

Critical milestones for FY 2026

1. Release Request for Information for Commercial Lunar Payload Services (CLPS) 2.0 for follow-on contract planning
2. Complete Orion Stage Adapter to SLS for Artemis III
3. SpaceX Pad 2 Ready in Boca Chica for Artemis III
4. Complete Orion Docking Module for Artemis II Crew Module
5. Complete Heat Shield for Artemis III

Critical milestones for FY 2027

1. Develop and launch Commercial Lunar Payload Services (CLPS) 2.0 to support the establishment of the Moon Base
2. Deliver the Advanced Oxygen Generation Assembly for testing on ISS
3. Begin the validation of an Integrated Exploration Countermeasure Complement on the ISS

Image Caption: Engineers complete stacking operations on the twin Space Launch System (SLS) solid rocket boosters for Artemis II by integrating the nose cones atop the forward assemblies inside the Vehicle Assembly Building's High Bay 3 at NASA's Kennedy Space Center in Florida on February 19, 2025. Credits: NASA/K. Shiflett

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 1: EXPLORE

Performance Goal 1.3:

Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

Advance technology that enables American-crewed missions to Mars and beyond
(Agency Priority Goal)

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestones for FY 2026

1. Accelerate integrated Mars technology demonstrations by evolving the strategic architecture framework to align with current space policy directives
2. Complete assembly of the Trash Compact Processing Flight Unit for testing on ISS

Critical milestones for FY 2027

1. Hardware delivery and integration of nuclear power module for use in space applications
2. Finalize planning and begin a one-year Mars Exploration Analog (MEA) mission that incorporates Agency stakeholder objectives and addresses capability and knowledge gaps from the ESDMD Architecture Definition Document

Performance Goal 1.4:

Goal Leader: Exploration Systems Development Mission Directorate (ESDMD)

Transition exploration programs to the commercial sector to promote cost-effective methods for future spaceflight transportation to the Moon and Mars

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestones for FY 2026

1. Utilizing industry feedback, establish top-level requirements for commercial transportation systems for Artemis
2. Hold the Agency-level Acquisition Strategy Council meeting for selection of commercial transportation services for Artemis

Critical milestones for FY 2027

1. Award initial procurement to obtain commercial transportation services to execute future Artemis missions
2. Complete Preliminary Design Review for commercial transportation services partner(s)

Image Caption: CHAPEA mission 2 crew members (from left) Ross Elder, Ellen Ellis, Matthew Montgomery, and James Spicer pose in front of the door to the simulated Martian landscape for their first photo inside the CHAPEA habitat after their mission began in October 2025. Credits: NASA/CHAPEA Crew

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 1: EXPLORE

Performance Goal 1.5
Goal Leader: Space Operations Mission Directorate (SOMD)

Operate ISS safely until de-orbit can be achieved

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestones for FY 2026

1. Complete one Project-Level Design Review for U.S. Deorbit Vehicle (USDV)
2. Provide safe NASA crew transportation through commercial partners to the ISS, including at least one crew mission

Critical milestones for FY 2027

1. Complete one Project-Level Design Review for U.S. Deorbit Vehicle (USDV)
2. Provide safe NASA crew transportation through commercial partners to the ISS, including at least one crew mission

Performance Goal 1.6:
Goal Leader: Space Operations Mission Directorate (SOMD)

Advance commercial options for continued presence in low Earth orbit (LEO)

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	1	1

Critical milestones for FY 2026

1. Assess acquisition strategy to streamline and accelerate development of new commercial destinations that can be used by NASA and other customers

Critical milestones for FY 2027

1. Define and develop a path forward for a commercial transition plan for LEO

Image Caption: Two control rooms at NASA's Marshall Space Flight Center show engineers working at consoles that support lunar science operations and future landing activities for Artemis missions. One room is configured for monitoring lunar science payloads such as autonomous navigation experiments, while the other is designed for real-time oversight of human landing system operations beginning with Artemis III. Credits: NASA/Charles Beason

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 2: DISCOVER

Performance Goal 2.1:
Goal Leader: Science Mission Directorate (SMD)

Advance scientific knowledge and application by progressing Science Mission Directorate's major projects through critical milestones

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	3	3

Critical milestones for FY 2026

1. Complete Dragonfly Lander System Integration Review
2. Deliver Near-Earth Object Surveyor Optical Payload Test, Evaluating and Calibration Integrated System (OPTEC) Chamber for instrument integration and test
3. Complete Lunar Vulkan Imaging and Spectroscopy Explorer (Lunar-VISE) payload assembly and environmental test
4. Complete Roman Space Telescope Observatory integration and test, and prepare for shipment

Critical milestones for FY 2027

1. Complete Dragonfly System Integration Review
2. Complete Near-Earth Object Surveyor Pre-Ship Review
3. Complete Lunar Explorer Instrument for space biology Applications (LEIA) payload assembly and environmental test
4. Launch Nancy Grace Roman Space Telescope Observatory

Performance Goal 2.2:
Goal Leader: Science Mission Directorate (SMD)

Advance ability to predict and respond to space weather events

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	3

Critical milestones for FY 2026

1. Complete operational readiness upgrades for two space weather applications
2. Provide low-latency data to space weather operations from at least one launched mission

Critical milestones for FY 2027

1. Complete operational readiness upgrades for two space weather applications
2. Provide low-latency data to space weather operations from at least one launch mission
3. Develop a memorandum of understanding between NASA/DOW for future collaboration on joint space weather information needs

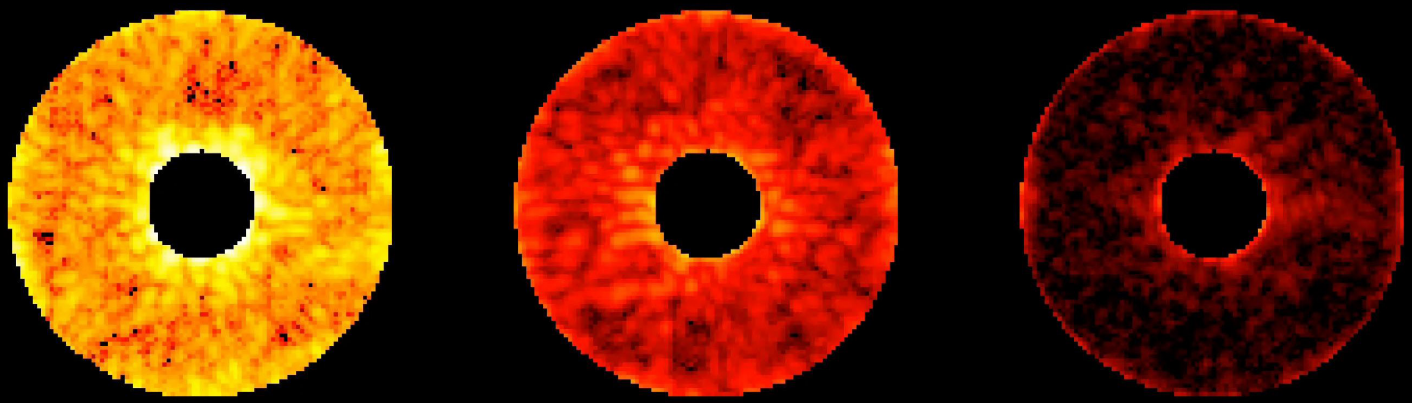


Image Caption: Three computer readouts display data from tests of the Roman Coronagraph Instrument, showing how starlight is progressively reduced using fixed masks and deformable mirrors. The arrangement demonstrates how adjustable optics can suppress stray light to reveal faint planets otherwise hidden by the glare of their parent stars. Credits: NASA/JPL-Caltech

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 2: DISCOVER

Performance Goal 2.3:
Goal Leader: Science Mission Directorate (SMD)

Utilize NASA Earth Science data and products to grow the economy, enhance national security, and create a more resilient nation

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	1	2

Critical milestones for FY 2026

1. Complete three partnership activities with U.S. industry, state and local governments, and everyday citizens to harness NASA's Earth Science data and products in order to grow the economy, enhance national security, and create a more resilient nation

Critical milestones for FY 2027

1. Develop suite of targeted trainings and GIS-ready modules that connect NASA Earth data directly to decision-making workflows in government and industry. This initiative will result in at least five new training experiences
2. Initiate preparatory work to support a future transition to a commercial solution for Landsat

Performance Goal 2.4:
Goal Leader: Science Mission Directorate (SMD)

Achieve mission success criteria for Science Mission Directorate projects in operation, delivering data and benefits to the nation

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestones for FY 2026

1. Surface Water and Ocean Topography (SWOT) mission success
2. Sentinel-6/Michael Freilich mission success

Critical milestones for FY 2027

1. James Webb Space Telescope (JWST) mission success
2. Plankton, Aerosol, Cloud, Ocean Ecosystem (PACE) mission success

Image Caption: A dense star cluster appears within a large nebula, with numerous small bright stars in the foreground and wispy clouds of gas and dust forming varied shapes around the cluster. Newly forming stars and brown dwarfs populate the region, offering insight into early stellar and planetary development. Credits: ESA/Webb, NASA & CSA, V. Almendros-Abad, M. Guarcello, K. Monsch, and the EWOCS team.

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 2: DISCOVER

Performance Goal 2.5:
Goal Leader: Science Mission Directorate (SMD)

Consolidate and modernize Earth Science data archive centers to improve efficiency and cost effectiveness of data management

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	85%	95%

Critical milestone for FY 2026

1. Migrate at least 85% of targeted data archives and distribution to the centralized Earthdata cloud platform

Critical milestone for FY 2027

1. Migrate at least 95% of targeted data archives and distribution to the centralized Earthdata cloud platform

Performance Goal 2.6:
Goal Leader: Science Mission Directorate (SMD)

Advance scientific research to understand Mars and improve capabilities for future human exploration

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	N/A	1

Critical milestones for FY 2027

1. Select at least three candidate payloads for science or technology investigations capable to fly on future robotic missions to Mars in the 2028/2030 launch opportunities

Image Caption: In this 30 second exposure photograph, a meteor streaks across the sky during the annual Perseid and Alpha Capricornids meteor showers on August 3, 2025, in Spruce Knob, West Virginia. Credits: NASA/B. Ingalls

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 3: INNOVATE

Performance Goal 3.1:

Goal Leader: Space Technology Mission Directorate (STMD)

Rapidly develop and demonstrate technologies for human exploration of the Moon and Mars

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	3	3

Critical milestone for FY 2026

1. Deliver initial results from a non-nuclear Mars surface power study
2. Increase technology readiness of Regenerative Fuel Cell technology from 500W to 2kW
3. Complete technology demonstration of a Vertical Solar Array Technology (VSAT) prototype

Critical milestone for FY 2027

1. Increase technology readiness of critical 'survive the night' technologies, including batteries, radiators, and heaters
2. The Universal Modular Converter (UMIC) will finalize testing of a 2kW primary fuel cell stack, demonstrating how it can connect lunar assets to a power grid
3. Perform tests to qualify the impact of dust on solar arrays for lunar and Martian environments, producing data that will inform designs and requirements for future human and robotic missions

Performance Goal 3.2:

Goal Leader: Space Technology Mission Directorate (STMD)

In partnership and collaboration with U.S. industry, rapidly develop and demonstrate space technologies to ensure American global leadership and the expansion of space commerce

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	3	3

Critical milestones for FY 2026

1. Complete the technical interchange milestone ahead of flight payload delivery for the Small Spacecraft Propulsion and Inspection Capability (SSPICY) industry-led flight demonstration
2. Complete Proven Reserve Concept review and industry partner down-select with the Defense Advanced Research Projects Agency (DARPA) for the Lunar Assay via Small Satellite Orbiter (LASSO) commercially led flight demonstration
3. Enter fifty (50) new industry partnerships and collaborations for development of innovative space technologies
4. In partnership with industry, deliver ten (10) space technologies to their target flight test conditions

Critical milestones for FY 2027

1. Enter fifty (50) new industry partnerships and collaborations for development of innovative space technologies
2. In partnership with industry, deliver ten (10) space technologies to their target flight test conditions; including scenarios where the technology was developed by (or in collaboration with) industry or was tested via a flight from a commercial provide
3. Complete laboratory demonstration of prototype commercially-derived 5G NR user equipment modified for in-space use in support of future communications architectures at the Moon and Mars

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 3: INNOVATE

Performance Goal 3.3:
Goal Leader: Space Technology Mission Directorate (STMD)

Mature Commercial Lunar Propellant Capabilities to Reduce the Cost of Lunar Transportation and Expand Commercial Activity on the Lunar Surface

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	N/A	2

Critical milestone for FY 2027:

1. Deliver a propellant-capability development roadmap establishing a phased approach aligned with Artemis mission timelines and envisioned surface operations
2. Release an RFP for a first phase of development of commercial capabilities to produce, store, transfer, test, and transport rocket propellant on the lunar surface

Performance Goal 3.4:
Goal Leader: Space Technology Mission Directorate (STMD)

Expand Availability of Radioisotope Power Systems

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	N/A	2

Critical milestones for FY 2027

1. Perform a study on the availability of non-Plutonium RPS fuel sources (Am-241, Sr-90, etc.) and the current commercial capability to provide RPS (both Plutonium and non-Plutonium fueled) for space systems
2. Partner with the Department of Energy to develop a roadmap for enabling commercialization of RPS systems via an MOU or other interagency agreement

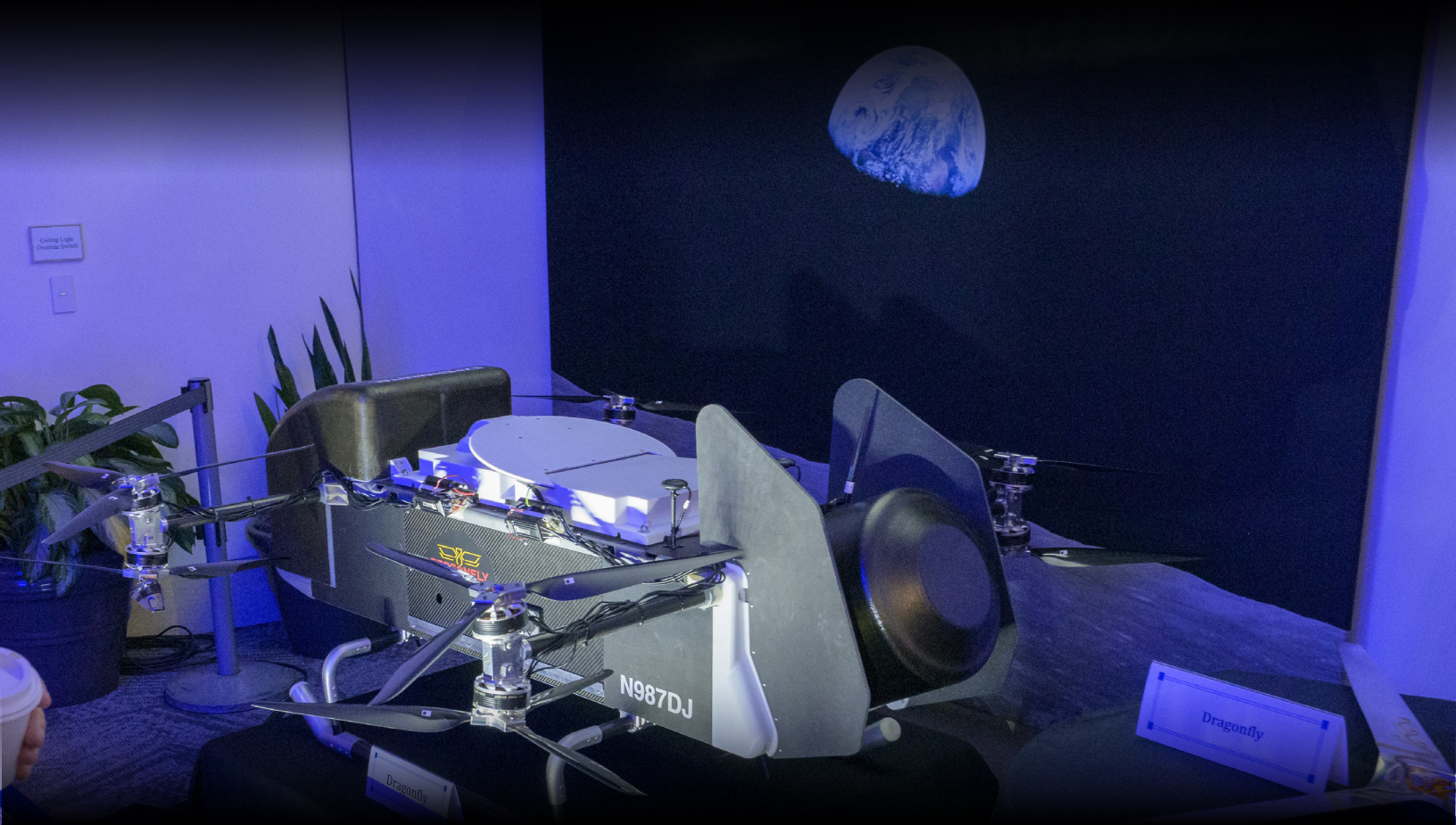


Image Caption: A model of the Dragonfly rotorcraft, which will be radioisotope powered, is seen in the NASA Headquarters lobby ahead of an event where NASA outlined how the agency is executing President Donald J. Trump's National Space Policy and accelerating preparations for America's return to the surface of the Moon by 2028. Credits: NASA/Bill Ingalls

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 3: INNOVATE

Performance Goal 3.5:
Goal Leader: Aeronautics Research Mission Directorate (ARMD)

In partnership with the Federal Aviation Administration and airlines, develop and scale capabilities to improve operations of the National Airspace System, reducing airline delays and operating costs, and saving passenger time

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestone for FY 2026

1. Evaluate a digital flight rerouting capability in the National Airspace System to reduce airline delays and operating costs
2. Complete the transfer of aerial monitoring techniques for wildland fires using Unmanned Aircraft System (UAS) to FAA, industry, and wildland fire management federal and state agencies

Critical milestone for FY 2027

1. Evaluate capabilities, performance requirements, and safety assurance methods needed for safe automated taxi operations
2. Complete the flight evaluation of the portable airspace management system (PAMS) that supports wildfire suppression with beyond visual line-of-sight (BVLOS) and nighttime operations

Performance Goal 3.6:
Goal Leader: Aeronautics Research Mission Directorate (ARMD)

Enable the future generation of American aerospace by researching and developing engine systems, manufacturing techniques, and innovative designs and technologies

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	3	3

Critical milestones for FY 2026

1. Assess progress of Phase 1 TRL 4/5 high-power density-core engine technologies toward meeting Key Performance Parameters
2. Mature wing and fuselage designs used to demonstrate high-rate composite manufacturing technologies
3. In partnership with the Air Force Research Lab (AFRL), conduct a sounding rocket experiment to demonstrate control of a dual mode ramjet engine
4. Validate X-59 performance through flight envelop expansion, satisfying Quesst mission requirements

Critical milestones for FY 2027

1. Complete risk reduction experiments to validate an un-ducted propulsor for an advanced aircraft engine
2. Composite wing components fabricated and ready for first assembly
3. Validate X-59 acoustic performance against Quesst mission requirements

Image Caption: NASA's X-59 quiet supersonic research aircraft is unveiled at a January 12, 2024 event at Lockheed Martin Skunk Works in Palmdale, California. The X-59 is the centerpiece of NASA's Quesst mission, which seeks to solve one of the major barriers to supersonic flight over land, currently banned in the United States, by making sonic booms quieter. Credits: NASA/Steve Freeman

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 4: ADVANCE

Performance Goal 4.1:

Goal Leaders: Mission Support Directorate (MSD), Office of the Chief Information Officer (OCIO)

Strengthen protection of NASA data and assets by increasing the aggregate score of the Agency's comprehensive cybersecurity scorecard

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	85%	88%

Critical milestone for FY 2026

1. Cybersecurity Scorecard of 85%

Critical milestone for FY 2027

1. Cybersecurity Scorecard of 88%

Performance Goal 4.2:

Goal Leaders: Mission Support Directorate (MSD), Office of Strategic Infrastructure (OSI)

Demonstrate increased facility reliability for current and future mission needs through investments in preventative maintenance that reduces reactive maintenance

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	20%	20%

Critical milestones for FY 2026

1. 20% or less of maintenance funds dedicated to reactive maintenance

Critical milestone for FY 2027

1. 20% or less of maintenance funds dedicated to reactive maintenance

Image Caption: NASA's SLS (Space Launch System) and Orion spacecraft is seen rolling out of the Vehicle Assembly Building at NASA's Kennedy Space Center. NASA's massive Crawler-Transporter, upgraded for the Artemis program, carries the powerful SLS rocket and Orion spacecraft on the Mobile Launcher from the Vehicle Assembly Building to Launch Pad 39B at Kennedy Space Center in preparation for the Artemis II mission. Credits: NASA/Sam Lott

FY 2026/2027 Performance Goals and Critical Milestones
Strategic Goal 4: ADVANCE

Performance Goal 4.3:
Goal Leaders: Mission Support Directorate (MSD),Office of Safety and Mission Assurance (OSMA)

Minimize the number and severity of employee injuries and illnesses to increase onsite productivity

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestone for FY 2026

1. Total Case Incident Rate (TCIR) per 100 employees
2. Days Away Restricted or Transferred (DART) rate per 100 employees

Critical milestone for FY 2027

1. Total Case Incident Rate (TCIR) per 100 employees
2. Days Away Restricted or Transferred (DART) rate per 100 employees

Performance Goal 4.4:
Goal Leaders: Mission Support Directorate (MSD), Office of Chief Health & Medical Officer (OCHMO)

Ensure the health and safety of NASA astronauts and pilots

	Planned	Planned
Fiscal Year	FY 2026	FY 2027
Target	2	2

Critical milestones for FY 2026

1. Number of non-concurrence determinations by the Health and Medical Technical Authority (HMTA)
2. 5% or fewer program variances from health and medical policies and standards

Critical milestone for FY 2027

1. Number of non-concurrence determinations by the Health and Medical Technical Authority (HMTA)
2. 5% or fewer program variances from health and medical policies and standards

Image Caption: A NASA test pilot walks around an F-15B research aircraft during a rehearsal flight for the agency's Quesst mission at NASA's Armstrong Flight Research Center in Edwards, California. The activity supports preparations for future X-59 flights by allowing teams to refine procedures and practice data collection. Credits: NASA/Christopher LC Clark

FY 2025 Annual Performance Report

Performance Management in Action

During the third and fourth quarters of each fiscal year, NASA program officials assess progress towards achieving the Performance Goals listed in the Agency Performance Plan. They determine whether targets and any supporting milestones were met as anticipated, assign the appropriate rating, and provide an explanation to support the rating. NASA's Performance Improvement Officer reviews the performance assessment results and provides feedback and determines final ratings when needed.

Of the 19 Performance Goals in FY 2025, NASA rated 17 Green (89% achieved), 1 Yellow (below target), and 1 Red (signficantly below target/at risk). Overall, NASA's performance improved slightly compared to FY 2024, where 82% of goals were met. Part 2 of this volume presents the individual FY 2025 ratings and supporting performance explanations in further detail.

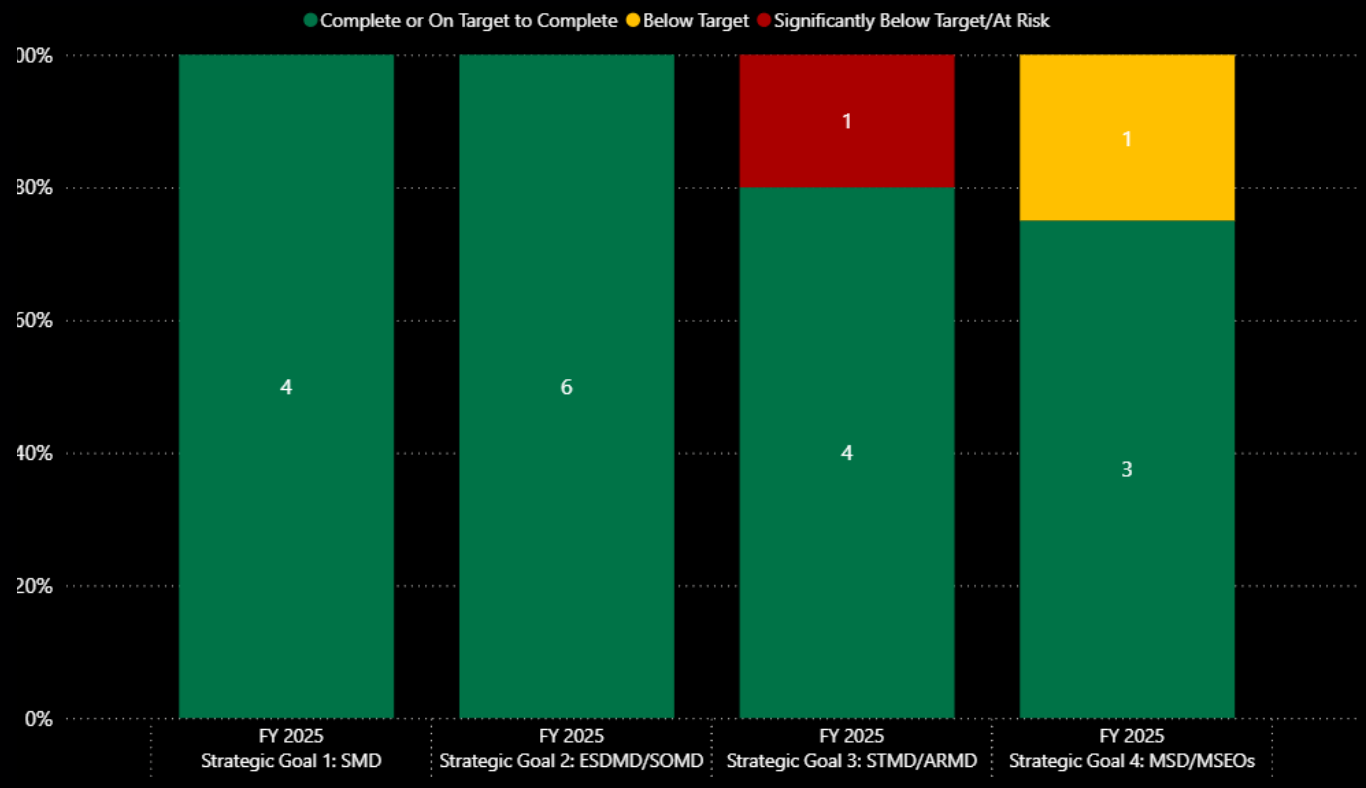


Image Caption: A NASA recovery team works near a floating Artemis II crew module test article during an underway recovery exercise at sea. The suited personnel and support vessels surround the capsule as part of training operations to practice safe astronaut retrieval after splashdown. Credits: NASA/Kenny Allen

Summary of FY 2025 Performance Goals

Performance Goal	Description	Lead Office
1.1	Advance scientific knowledge and application by progressing Science Mission Directorate's major projects through critical milestones	SMD
1.2	Utilize NASA Earth Science data and products to grow the economy, enhance national security, and create a more resilient nation	SMD
1.3	Achieve mission success criteria for Science Mission Directorate projects in operation, delivering data and benefits to the nation	SMD
1.4	Consolidate and modernize Earth Science data archive centers to improve efficiency and cost effectiveness of data management	SMD
2.1	Advance America's goal to land on the Moon by launching the Artemis II test flight, demonstrating capabilities that will advance human exploration	ESDMD
2.2	Advance America's global leadership in space travel with the launch of Artemis III, landing the next American on the Moon	ESDMD
2.3	Define and develop technology that enables human missions to the Moon and Mars	ESDMD
2.4	Transition exploration programs to the commercial sector to promote cost-effective methods for future spaceflight transportation to the Moon and Mars	ESDMD
2.5	Maintain viable operations on ISS until safe de-orbit can be achieved	SOMD
2.6	Ensure progress towards initial operational capability for a commercial low Earth orbit (LEO) platform(s)	SOMD
3.1	Demonstrate new technologies and cross-cutting capabilities that are of direct interest and use to NASA missions as well as the commercial space sector	STMD
3.2	Rapidly develop and demonstrate technologies for exploration, discovery, and the expansion of space commerce through partnership with U.S. industry and academia	STMD
3.3	Mature Technology Maturation projects that offer significant improvement to existing solutions or enable new space exploration capabilities	STMD
3.4	In partnership with the Federal Aviation Administration and airlines, develop and scale capabilities to improve operations of the National Airspace System, reducing airline delays and operating costs, and saving passenger time	ARMD
3.5	Enable the future generation of American aerospace by researching and developing engine systems, manufacturing techniques, and innovative designs	ARMD
4.1	Strengthen protection of NASA data and assets by increasing the aggregate score of the Agency's comprehensive cybersecurity scorecard	MSD, OCIO
4.2	Demonstrate increased facility reliability for current and future mission needs through investments in preventative maintenance that reduces unscheduled maintenance	MSD, OSI
4.3	Minimize the number and severity of employee injuries and illnesses to increase onsite productivity	MSD, OSMA
4.4	Ensure the health and safety of NASA astronauts and pilots	MSD, OCHMO

Strategic Goal 1: DISCOVER

Performance Goal 1.1: Advance scientific knowledge and application by progressing Science Mission Directorate's major projects through critical milestones

Goal Leaders: Science Mission Directorate (SMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	6
Result	7
Rating	Green

Critical milestones for FY 2025

1. Complete Dragonfly mission Critical Design Review
2. Complete Near-Earth Object Surveyor spacecraft Critical Design Review
3. Complete Lunar Surface Electromagnetics Experiment (LuSEE) Night payload assembly, integration, and test
4. Complete Roman Space Telescope Observatory Key Decision Point (KDP) D, allowing mission to proceed to assembly, integration, and test
5. Launch Spectro-Photometer for the History of the Universe, Epoch of Reionization and Ices Explorer (SPHEREx)
6. Complete NASA-Indian Space Research Organization (ISRO) Synthetic Aperture Radar (NISAR) Operational Readiness Review
7. Complete Multi-slit Solar Explorer (MUSE) Critical Design Review
8. Complete Interstellar Mapping and Acceleration Probe (IMAP) Pre-Shipping

FY 2025 Performance Progress

NASA continues to advance scientific knowledge and applications by progressing its major projects through critical programmatic milestones. The Agency has successfully completed seven of eight key planned milestones for major projects, earning a green rating for this performance goal.

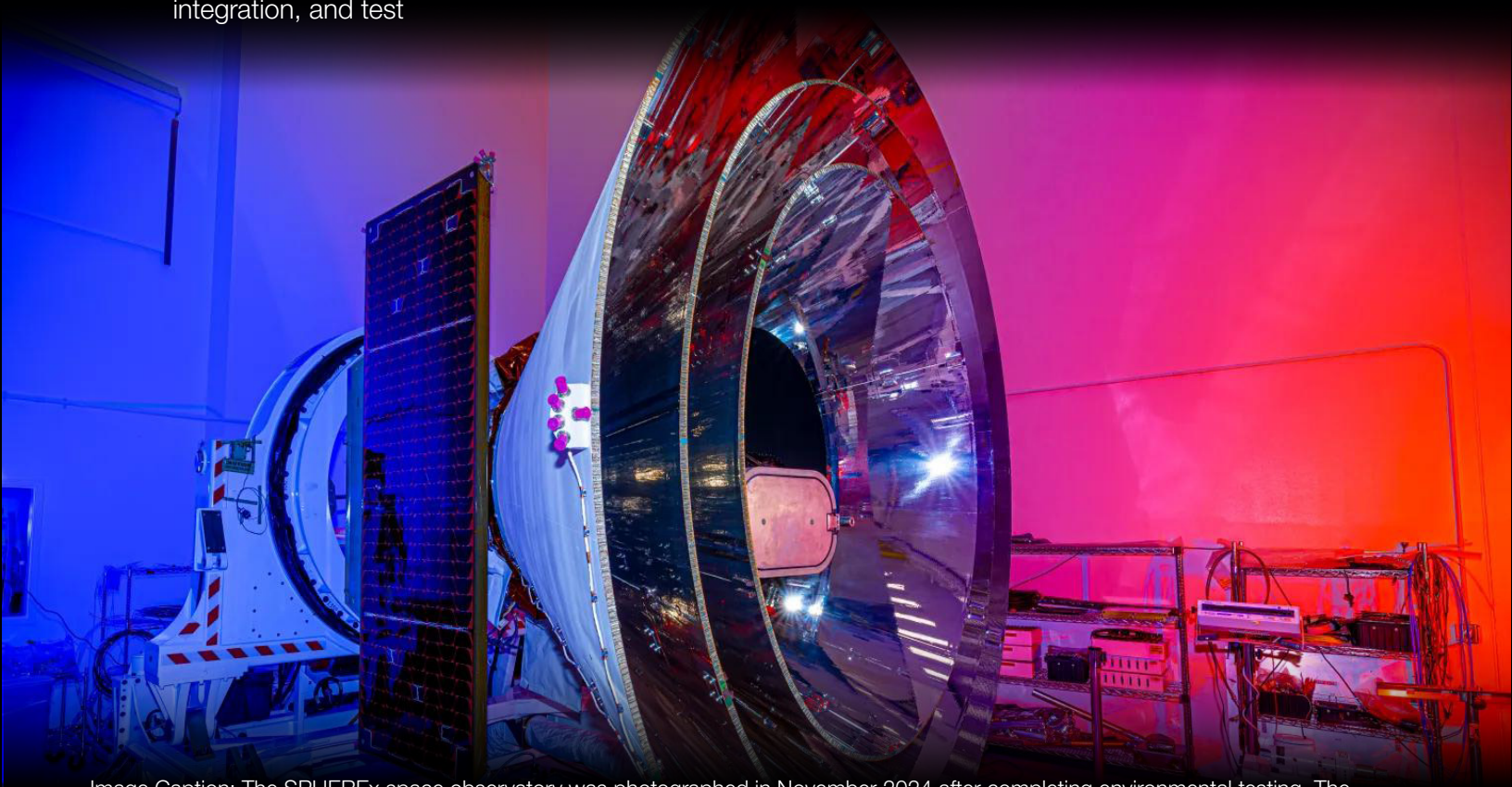


Image Caption: The SPHEREx space observatory was photographed in November 2024 after completing environmental testing. The spacecraft was launched on March 11, 2025. The spacecraft's three large concentric cones help direct heat and light away from the telescope and other components, keeping them cool. Credit: NASA/JPL-Caltech/BAE Systems

Performance Goal 1.1: Advance scientific knowledge and application by progressing Science Mission Directorate's major projects through critical milestones (continued)

These achievements include completing the Critical Design Review for the Dragonfly mission and the Near-Earth Object Surveyor spacecraft. The Nancy Grace Roman Space Telescope Observatory completed Key Decision Point D, authorizing its progression to assembly, integration, and testing. The Spectro-Photometer for the History of the Universe, Epoch of Reionization and Ices Explorer (SPHEREx) mission successfully launched, commencing its ambitious all-sky survey. Collaboration with international partners also yielded success, with the completion of the NASA-Indian Space Research Organization Synthetic Aperture Radar (NISAR) Operational Readiness Review and subsequent launch. The Multi-slit Solar Explorer (MUSE) and the Interstellar Mapping and Acceleration Probe (IMAP) also completed their Critical Design Review and Pre-Ship Review, respectively.

While overall progress was strong, NASA did not meet one target set for the payload assembly and environmental test for Lunar Surface Electromagnetics Experiment (LuSEE) Night. Although all payload assembly and environmental tests have now been successfully completed, and the instrument has been delivered to the Commercial Lunar Payload Services (CLPS) provider, the Systems Integration Review/ Payload Acceptance Review occurred on October 29, 2025, which fell outside the FY 2025 performance window.

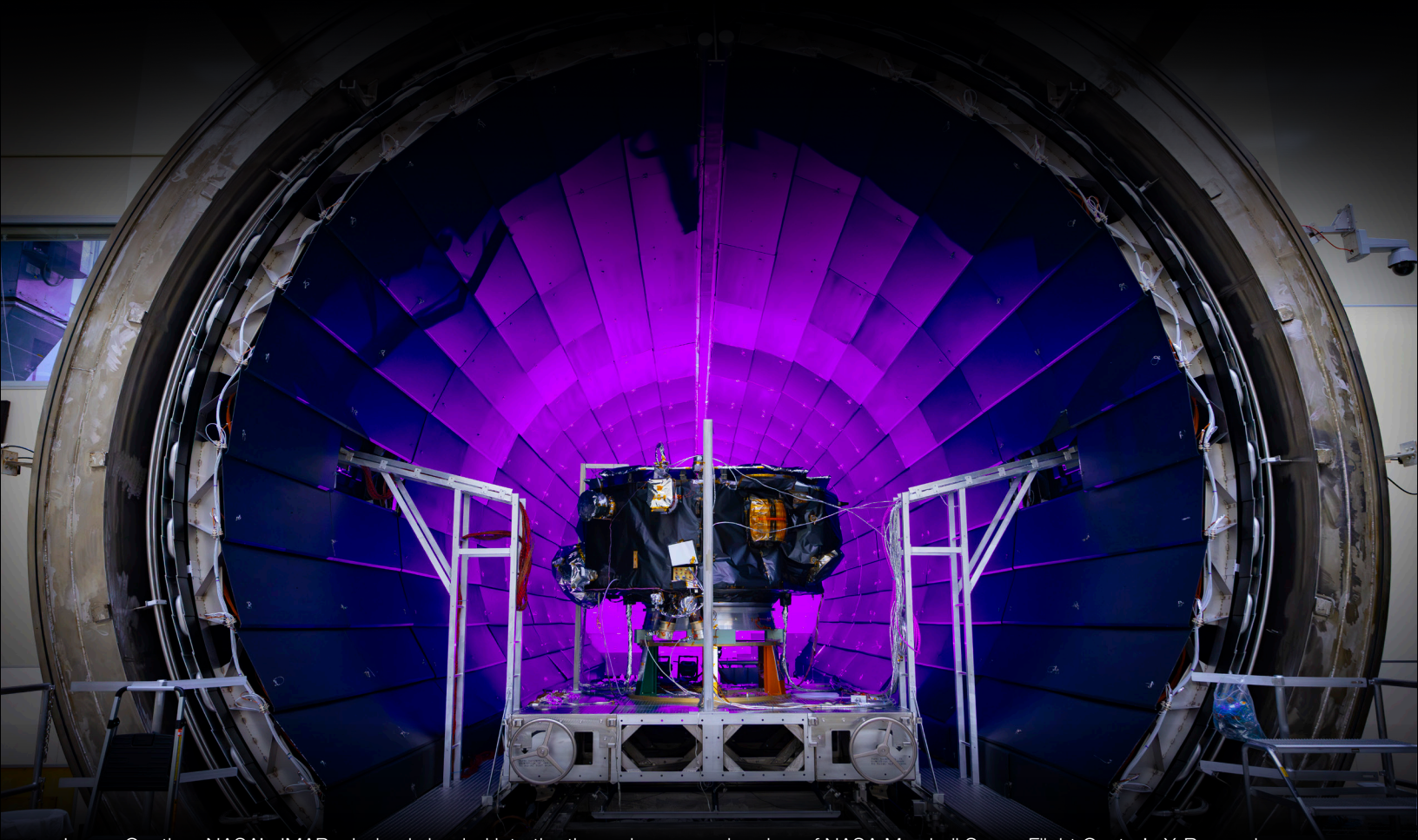


Image Caption: NASA's IMAP mission is loaded into the thermal vacuum chamber of NASA Marshall Space Flight Center's X-Ray and Cryogenic Facility in Huntsville, Alabama. IMAP arrived at Marshall March 18 and was loaded into the chamber on March 19. IMAP underwent testing such as dramatic temperature changes to simulate the harsh environment of space. Credits: NASA/Johns Hopkins APL/Princeton/E. Whitman

Performance Goal 1.2: Utilize NASA Earth Science data and products to grow the economy, enhance national security, and create a more resilient nation

Goal Leaders: Science Mission Directorate (SMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	3
Result	6
Rating	Green

Critical milestones for FY 2025

1. Conduct at least three targeted industry engagements to better understand the specific geospatial and remote sensing data needs of sectors such as agriculture, infrastructure, and insurance. These engagements will explore applications including monitoring coastal erosion, assessing landslide risk, and identifying optimal windows for crop planting and harvesting

FY 2025 Performance Progress

NASA exceeded its FY 2025 target by conducting six targeted industry engagements to better understand specific geospatial and remote sensing data needs, earning a green rating for this performance goal. These interactions with industry explored crucial applications such as monitoring coastal erosion, assessing landslide risk, and identifying optimal windows for crop planting and harvesting.

The Agency engaged with a diverse array of industry groups throughout the year, demonstrating a proactive approach to collaboration. On May 22, 2025, engagements included nine companies from the insurance and finance sectors. Further collaboration occurred on June 12, 2025, with over 60 attendees representing agriculture, insurance and finance, and Earth observation providers. The geospatial supply chain sector was addressed on June 23, 2025, with five companies participating. Additional engagements were held on August 6, 2025, involving seven companies from the timber, analytics, water resource, and Earth observation provider domains, and on August 7, 2025, with five companies in the high-tech, agriculture, and analytics fields. The fiscal year concluded with another engagement on September 23, 2025, bringing together six companies from the insurance, finance, and analytics sectors. This proactive engagement strategy directly supports the goal of utilizing NASA's Earth Science data capabilities to foster economic development and enhance national resilience.

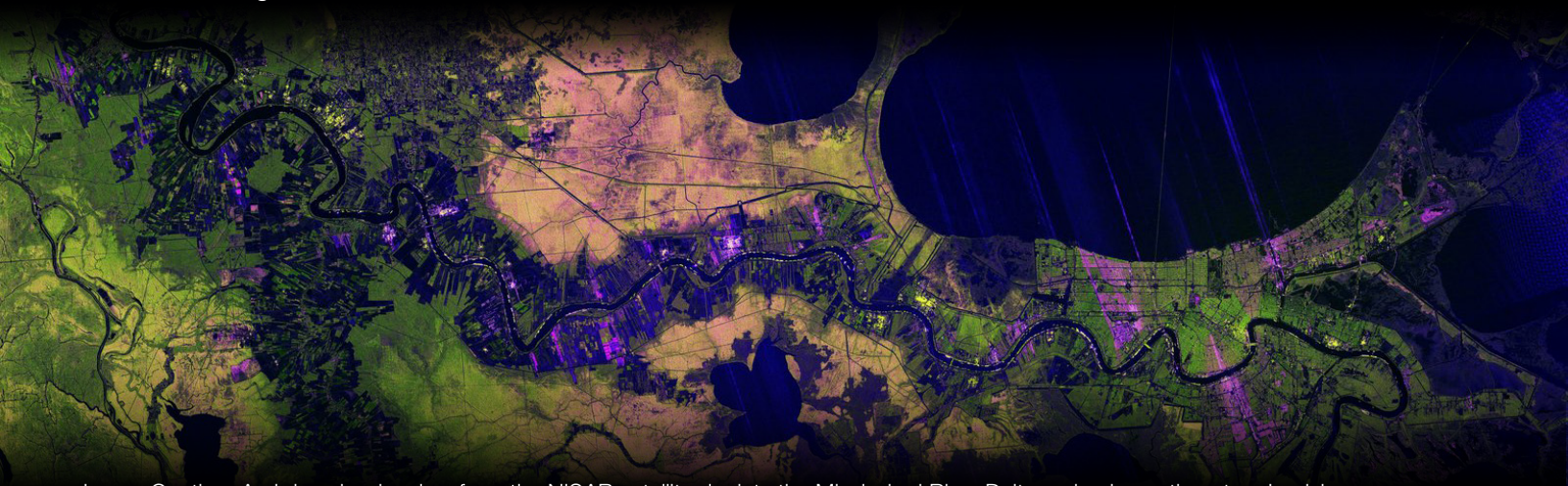


Image Caption: An L-band radar view from the NISAR satellite depicts the Mississippi River Delta region in southeastern Louisiana, showing the urban layout of New Orleans, surrounding wetlands, and the long span of the Lake Pontchartrain Causeway. Radar patterns highlight differences in vegetation, land cover, and agricultural areas, supporting analysis of ecosystem conditions and land-surface change. Credits: NASA/JPL-Caltech

Performance Goal 1.3: Achieve mission success criteria for SMD projects in operation, delivering data and benefits to the nation

Goal Leaders: Science Mission Directorate (SMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	2
Rating	Green

Critical milestones for FY 2025

1. Origins, Spectral Interpretation,Resource Identification, Security, Regolith Explorer (OSIRIS-REx) mission success
2. Parker Solar Probe mission success

FY 2025 Performance Progress

NASA has achieved mission success criteria for two key projects in operation, earning a green rating for this performance goal.

The Origins, Spectral Interpretation, Resource Identification, Security, Regolith Explorer (OSIRIS-REx) mission previously rendezvoused with asteroid Bennu, collected a sample, and returned it to Earth for delivery to the curatorial facility at NASA Johnson Space Center. This mission's success this year included providing an initial analysis of the returned sample and establishing a sample allocation process for early and long-term scientific studies. Published research papers stemming from the OSIRIS-REx sample are yielding insights into the complex origins and evolution of asteroid materials, including organics that may have contributed to the emergence of life. The project is currently in its closeout phase, focusing on completing its established science goals.

The Parker Solar Probe mission also met its mission success criteria, with the project team having completed its prime mission and actively processing, archiving, and sharing data. Data from the Parker Solar Probe is being utilized in conjunction with other solar observation missions to enhance understanding of solar wind and solar storm generation, which impact critical societal technologies.

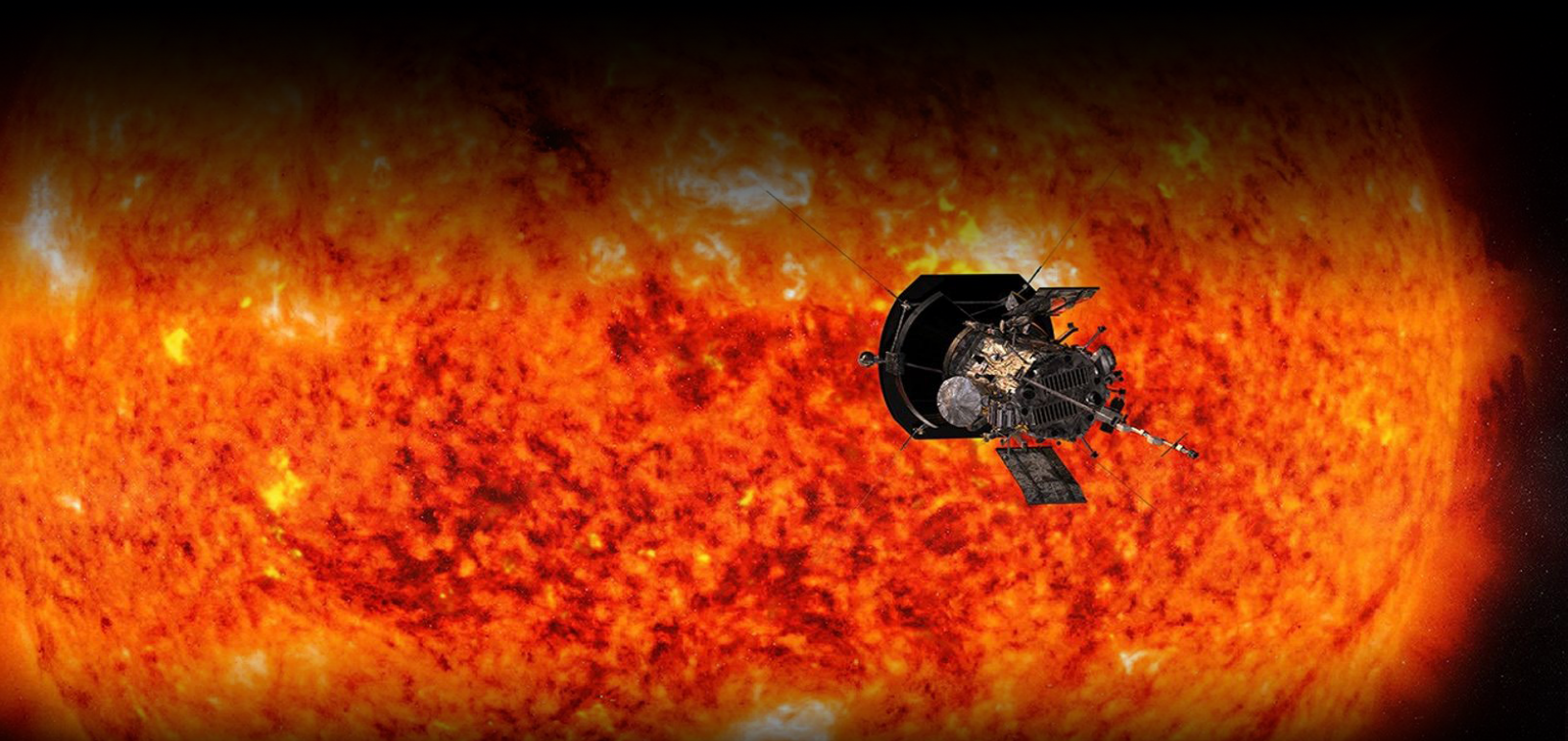


Image Caption: This artist's concept shows the Parker Solar Probe spacecraft approaching the Sun. Launched in 2018, the spacecraft began to transmit science data in January 2026. Credits: JHU APL

Performance Goal 1.4: Consolidate and modernize Earth Science data archive centers to improve efficiency and cost effectiveness of data management

Goal Leaders: Science Mission Directorate (SMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	70%
Result	78%
Rating	Green

Critical milestones for FY 2025

1. Migrate at least 70% of targeted data archives and distribution to the centralized Earthdata cloud platform

FY 2025 Performance Progress

NASA has successfully achieved the FY 2025 target for migrating its Earth Science data archives and distribution to a centralized platform, earning a green rating for this performance goal.

Building on previous modernization efforts, NASA migrated approximately 78% of the Earth science data archive to the centralized Earthdata Cloud, a commercial cloud environment, by the end of FY 2025. This milestone represents a significant advancement in consolidating and modernizing Earth Science data archive centers, thereby improving efficiency and cost-effectiveness in data management.

The migration of Earth Observing System Data and Information System data into the Earthdata Cloud offers numerous benefits to users, including new avenues for accessing NASA's extensive collection of Earth science datasets. Furthermore, this initiative enhances the efficiency of data systems operations, increases user autonomy, maximizes flexibility, and provides shared services and controls.

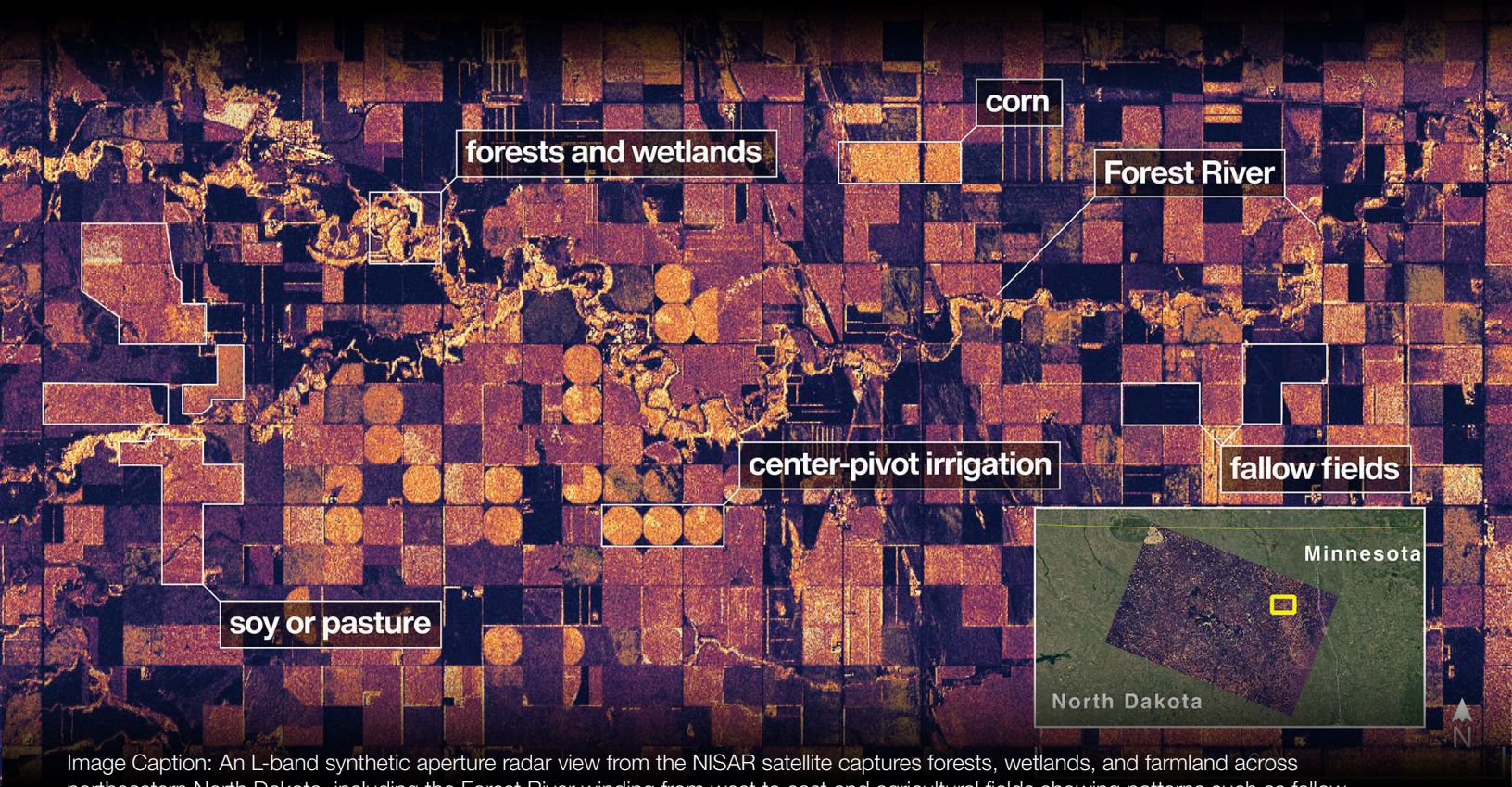


Image Caption: An L-band synthetic aperture radar view from the NISAR satellite captures forests, wetlands, and farmland across northeastern North Dakota, including the Forest River winding from west to east and agricultural fields showing patterns such as fallow plots and center-pivot irrigation. The radar data highlights landscape features and vegetation structure, supporting future scientific analyses of land movement, ecosystems, and environmental change. Credits: NASA/JPL-Caltech

Strategic Goal 2: EXPLORE

Performance Goal 2.1: Advance America's goal to land on the Moon by launching the Artemis II test flight, demonstrating capabilities that will advance human exploration

Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	3
Result	3
Rating	Green

Critical milestones for FY 2025

1. Complete Solar Array Wing installation on Crew and Service Module (CSM)
2. Mate Core Stage with Solid Rocket Boosters
3. Complete Booster Stacking
4. Conduct Artemis II Operational Readiness Review

FY 2025 Performance Progress

NASA continues its dedicated pursuit of advancing America's goal to land on the Moon by preparing for the Artemis II test flight, earning a green rating for this performance goal. This past year has seen significant progress in assembling the foundational elements for this endeavor. In March of 2025, technicians from the European Space Agency and Airbus successfully completed the installation of the four solar array wings on NASA's Orion spacecraft. These vital wings, attached to the Crew and Service Module (CSM), are designed to deploy once Orion reaches space, providing essential power for the mission. Concurrently, the NASA Space Launch System rocket was taking shape. Further solid rocket booster preparation was achieved in February 2025, when engineers completed stacking operations. This involved integrating the nose cones atop the forward assemblies within the Vehicle Assembly Building. Additionally, in March 2025, the core stage for the Artemis II mission was mated with the solid rocket boosters at the Kennedy Space Center. This intricate process, involving the precise lifting and positioning of the 212-foot core stage between the boosters, marks a crucial step in readying the rocket. Over three months, technicians meticulously lifted ten booster segments and aerodynamic nose cones into place, establishing the twin solid boosters that will provide over 75% of the total thrust at liftoff.

In September 2025, teams finalized the integration of the Orion spacecraft with its launch abort system at the Kennedy Space Center. This 44-foot-tall abort structure is designed to swiftly carry the crew to safety in the event of an emergency during launch or ascent. Progress on Artemis II continues, with a commitment to launch by April 2026 and targeting a first launch attempt no earlier than February 6, 2026.

With significant hardware milestones on track, per direction from NASA leadership, the Artemis II mission was streamlined by eliminating the Operational Readiness Review. The Agency will continue to fully support the Artemis Flight Readiness Review (FRR) process, in collaboration with Independent Technical Authorities, to achieve the Certification of Flight Readiness. The (FRR) is a formal assessment that verifies Artemis vehicles and systems have been fully tested, meet all design and safety requirements, satisfy mission objectives, and that all known risks have been mitigated and documented, culminating in a formal decision to clear the vehicle for launch.

Image Caption: The Lunar Reconnaissance Orbiter (LRO) has been recording the lunar terrain since 2009, making it possible to visualize the Moon with unprecedented fidelity. The Moon always keeps the same side facing Earth, but the angle changes based on time of day and day of month. The Moon Phase and Libration site captures these movements. Credit: NASA Scientific Visualization Studio

Performance Goal 2.2: Advance America's global leadership in space travel with the launch of Artemis III, landing the next American on the Moon

Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	3
Result	3
Rating	Green

Critical milestones for FY 2025

1. Booster Aft Skirts Completed
2. Complete Artemis II Space Launch System (SLS) Launch Vehicle Stage Adapter (LVSA)
3. Complete Crew Training certification
4. Complete Human Landing Systems (HLS)/ SpaceX Propellant Flight Transfer Technology Test

FY 2025 Performance Progress

Significant progress has been made in preparing for the Artemis III mission, which will advance America's global leadership in space travel achieving a green rating for the year. The production of both aft skirt components for the booster has been successfully completed, signifying a key manufacturing achievement. Furthermore, the Launch Vehicle Stage Adapter for Artemis III, including its spray-on foam insulation, is now complete, and the final Interim Cryogenic Propulsion Stage has arrived in Florida for processing.

In parallel, the Agency has achieved a critical milestone in crew readiness. Artemis crew training certification now encompasses a comprehensive, multi-phased approach, covering essential astronaut skills, lunar fundamentals, and mission-specific preparation. A notable development in August was the certification of a new lander flight training course utilizing helicopters. This innovative training, conducted in partnership with the Colorado Army National Guard at a high-altitude site, leverages the mountainous terrain to simulate lunar visual illusions and flight environments. Artemis flight crew trainers, mission control leads, and lunar lander operational experts from NASA Johnson, accompanied by NASA Astronauts, participated in helicopter flights to assess the training's effectiveness and technical applications for crewed lunar missions.

Overall progress remains strong, with significant achievements such as the successful installation of all three main parachutes on the Artemis III Orion crew module in late August. While the Human Landing System/SpaceX Propellant Flight Transfer Technology Test milestone is now anticipated in FY 2026, ongoing work continues to advance mission readiness. Engineers are attaching the heat-protective Avcoat blocks to the Orion spacecraft heat shield for Artemis III, and the Artemis III Orion European Service Module acceptance review was successfully completed in September 2025. On the Space Launch System front, component processing for Core Stage 3 was consolidated into the Vehicle Assembly Building, and production continued, with the engine section and boattail mated together in late July representing a complex assembly, housing the four RS-25 engines and extensive associated systems.

Image Caption: Wearing a low-fidelity spacesuit, a test engineer studies how the extreme lighting of the Moon's South Pole could affect surface operations during Artemis III. Teams at NASA's Marshall Space Flight Center's Flat Floor Facility used high-intensity lights positioned at a low angle to replicate the strong shadows that are cast across the lunar South Pole by the Sun. Credit: NASA/C. Beason

Performance Goal 2.3: Define and develop technology that enables human missions to the Moon and Mars

Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	2
Rating	Green

Critical milestones for FY 2025

1. Utilizing the results of the 2024 Architecture Concept Review, initiate the Integrated Surface Logistics project
2. Utilizing the results of the 2024 Architecture Concept Review, initiate the Integrated Surface Power project

FY 2025 Performance Progress

NASA continues to make strides in defining and developing the technologies essential for human missions to the Moon and Mars, earning a green rating this year. This year's Architecture Concept Review (ACR) process, a cornerstone of Artemis strategic planning, has yielded critical advancements. The 2024 ACR, conducted in November 2024, saw Agency leaders concur on vital updates to the Moon to Mars Architecture. A key outcome was the selection of nuclear fission power as the primary surface power generation technology for initial human Mars missions, a decision informed by extensive trade space studies that highlighted its ideal combination of energy output, environmental resiliency, cost, and overall risk reduction. This was the first driving architecture decision made under the decision road-mapping process. The Artemis campaign will serve as a crucial proving ground for this technology on the Moon, thereby mitigating risks for future Mars endeavors.

Building upon the foundation laid by the ACR, NASA has successfully initiated two critical projects. The Integrated Surface Logistics project is now underway, following the completion of its Element Initiation Review in May 2025.

This review facilitated discussions on the Integrated Logistics Strategy and Crew Portable Carriers, representing a collaborative effort between NASA's Exploration Systems Development Mission Directorate and Space Technology Mission Directorate. This initiation allows for progression towards mission concept review for integrated surface power and the continued development of associated exploration assets, technologies, and strategies. Also this year, NASA awarded new study contracts totaling $24 million under the Next Space Technologies for Exploration Partnerships Appendix R. These contracts, spread across multiple companies focus on innovative logistics and mobility solutions, encompassing areas such as logistical carriers, handling and offloading, transfer, staging, storage, tracking, surface cargo, mobility, and integrated strategies.

Recognizing the complex requirements for nuclear fission power and multi-element interconnected power infrastructure, a multi-acquisition approach is being pursued to address aggregate demand, distribution, and extensibility. Early industry engagement is being fostered through the Next Space Technologies for Exploration Partnerships Broad Agency Announcement. The industry solicitation for lunar surface power infrastructure will include a Request for Proposal release, featuring nuclear fission as a key technology system and architecture demand white paper, followed by two phases. Phase 1: Infrastructure Innovation Studies to enable commercial innovations and collaboration and Phase 2: Flight Acquisition to establish a lunar power grid through multiple commercial acquisitions. This initiative aligns with NASA's intent to deploy a nuclear reactor on the Moon by FY 2030, providing power for lunar exploration, Mars missions, and national security. The Fission Surface Power initiative aims to design a system capable of at least 100 kilowatts of electrical power, with a mass allocation under 15 metric tons. Industry feedback has been gathered through a Request for Information and a draft Announcement for Partnership Proposals that went out in August 2025, with plans to pursue the effort through public-private partnerships using funded Space Act Agreements.

These completed milestones reflect significant progress in defining and developing the technologies necessary for human exploration of the Moon and Mars.

Performance Goal 2.4: Transition exploration programs to the commercial sector to promote cost-effective methods for future spaceflight transportation to the Moon and Mars

Goal Leaders: Exploration Systems Development Mission Directorate (ESDMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	2
Rating	Green

Critical milestones for FY 2025

1. Working with industry, draft top-level needs, goals, and objectives for commercial transportation systems for Artemis V and beyond
2. Review current contract acquisition strategies to ensure performance, cost and schedule are appropriately incentivized

FY 2025 Performance Progress

NASA continues to make progress in fostering development of commercial spaceflight transportation services , earning a green rating this year. ESDMD appointed a dedicated lead to coordinate with industry stakeholders on these critical capabilities, who oversaw the review of acquisition strategies in preparation for acquisition development in FY 2026, ensuring that future procurements are well-defined and aligned with NASA's long-term vision. These milestones collectively contribute to the Administration's goal of transitioning exploration programs to the commercial sector, thereby promoting cost-effective methods for future spaceflight transportation.

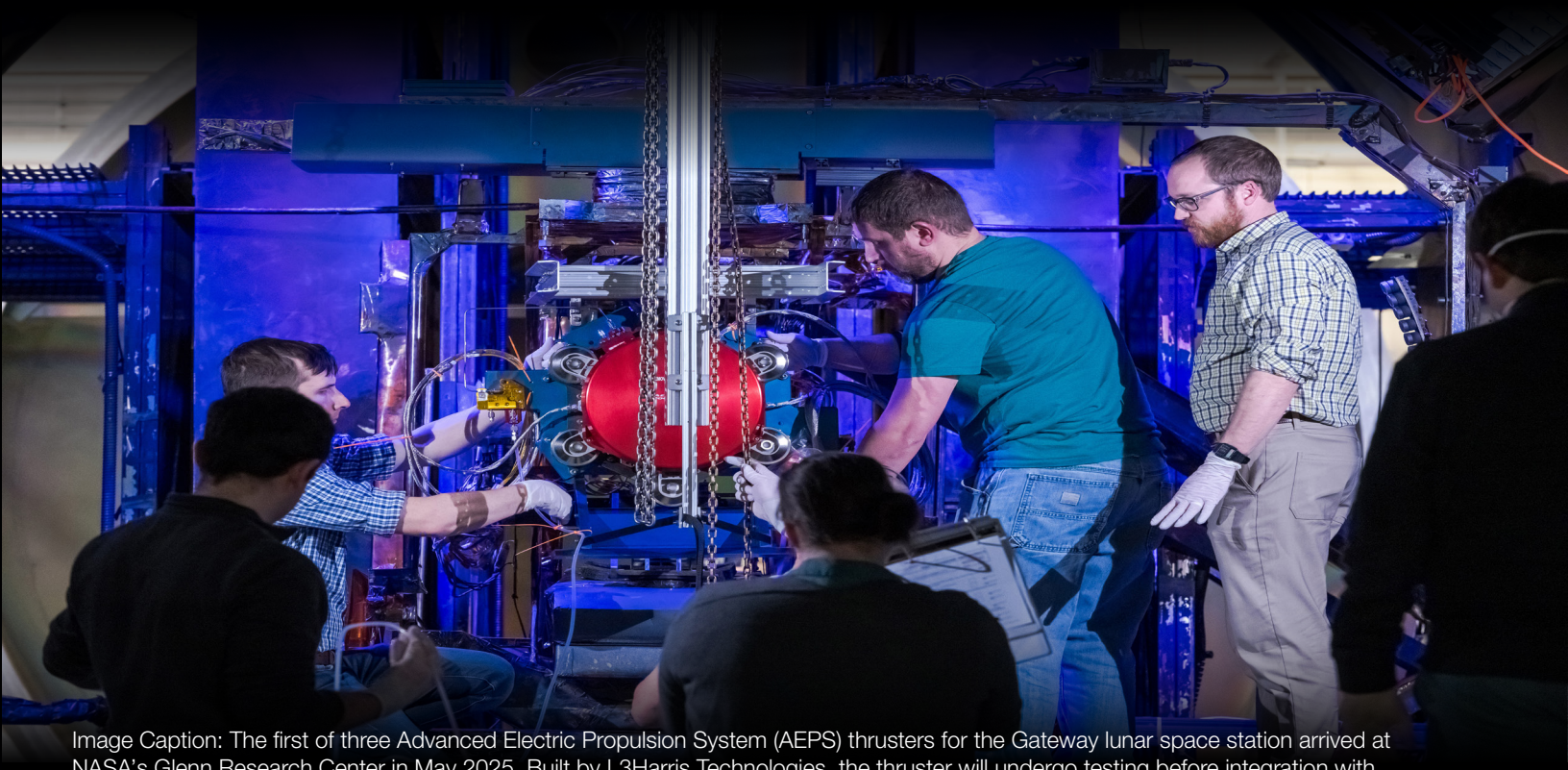


Image Caption: The first of three Advanced Electric Propulsion System (AEPS) thrusters for the Gateway lunar space station arrived at NASA's Glenn Research Center in May 2025. Built by L3Harris Technologies, the thruster will undergo testing before integration with Gateway's Power and Propulsion Element, launching with the Habitation and Logistics Outpost (HALO) module ahead of Artemis IV. Credit: NASA/J. Janis

Performance Goal 2.5: Maintain viable operations on ISS until safe de-orbit can be achieved

Goal Leaders: Space Operations Mission Directorate (SOMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	2
Rating	Green

Critical milestones for FY 2025

1. Complete one Project-Level Design Review for U.S. Deorbit Vehicle (USDV)
2. Provide safe NASA crew transportation through commercial partners to the ISS, including at least one crew mission

FY 2025 Performance Progress

NASA has successfully maintained 25 years of continuous human presence and viable operations on the International Space Station (ISS), ensuring its continued functionality until a safe de-orbit can be achieved, earning a green performance status. This fiscal year, both objectives critical to this goal have been met. A significant achievement was the successful provisions of safe crew transportation through commercial partners to the ISS, marked by the autonomous dockings of the SpaceX Dragon spacecraft on March 16 and August 2, 2025, delivering eight crew members across the two flights.

Likewise, during this fiscal year, the International Space Station was also provisioned by four U.S. commercial cargo vehicles, which carried research, technology demonstrations, and crew supplies. NASA astronauts completed three spacewalks over the course of the fiscal year, enabling future research to be carried out by external payloads, as well as preparing the ISS for a future solar array delivery that will enhance the power capacity of the space station.

In addition to hosting the Boeing Crew Flight Test crew for the first half of the fiscal year, the ISS also hosted the fourth Private Astronaut Mission with the crew of Ax-4 carrying out research and technology demonstrations onboard the platform for 18 days. This mission marked the first time astronauts from India, Poland, and Hungary flew to the ISS.

Through FY25, over 4,000 research investigations from 5,000 researchers were completed onboard the ISS, with over 4,000 scientific results published (50% of which were published in top tier journals). Furthermore, the Agency has made substantial progress advancing development of the U.S. Deorbit Vehicle (USDV) project, completing a planned Project-Level Design Review in November 2025.

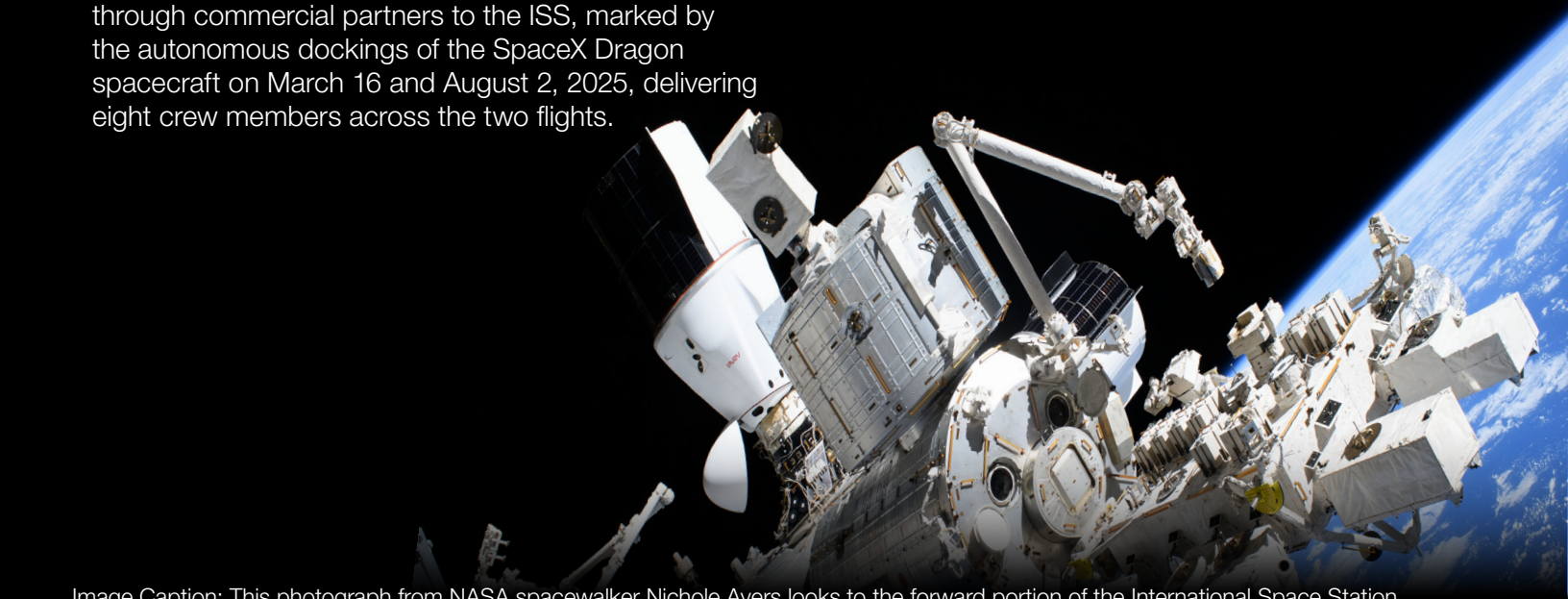


Image Caption: This photograph from NASA spacewalker Nichole Ayers looks to the forward portion of the International Space Station (ISS) and highlights the Kibo laboratory module with the Japanese robotic arm, the SpaceX Dragon cargo spacecraft docked to the Harmony module's space-facing port, and the partially obscured SpaceX Dragon crew spacecraft docked to Harmony's forward port. The ISS was orbiting 260 miles above the Pacific Ocean east of the Hawaiian island chain on May 1, 2025. Credit: NASA

Performance Goal 2.6: Ensure progress towards initial operational capability for a commercial low Earth orbit (LEO) platform(s)

Goal Leaders: Space Operations Mission Directorate (SOMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	2
Rating	Green

Critical milestones for FY 2025

1. Release draft Request for Proposals for Commercial LEO Destinations Phase 2
2. Engage industry early by soliciting feedback on proposed strategy and requirements

FY 2025 Performance Progress

NASA continues to make significant strides in ensuring progress towards the initial operational capability for a commercial low Earth orbit platform, earning a green rating this year. This endeavor is a critical component of the Agency's broader vision for sustained human presence beyond Earth. In FY2025, the Commercial LEO Destinations (CLD) Phase 1 partners, in cooperation with NASA, have executed a total of 51 milestones of which 17 were associated with the demonstration and test of flight development hardware. Examples of key milestones include Mission Concept Reviews, System Readiness Reviews, System/Subsystem Design Reviews, Preliminary Design Reviews, Phase 0/1/2 level Safety Reviews, Design demonstrations, Environmental tests, subsystem and component functional testing, Human system integration reviews, Human in the Loop tests, and Control center development, testing, and commissioning to name a few. In support of these 51 milestones, the Partners delivered 2,251 technical documents for NASA review. NASA's milestone participation and document evaluation resulted in 1,650 Technical Observations being provided to the Partners to help reduce risk, incorporate safety lessons learned, and enhance design operability.

The Commercial Destinations – Development and Demonstration Objectives (C3DO) Draft Announcement for Partnership Proposal (AFPP) was also successfully released on September 5, 2025, per Agency direction outlined in a directive signed by the acting Administrator on July 31, 2025, which adjusted the acquisition direction from a Request for Proposals (RFP) to an Announcement for Partnership Proposal (AFPP). The Commercial LEO Destinations Program (CLDP) has released an analogous draft announcement in accordance with this directive.

Multiple Requests for Information (RFIs), Technical Interchange Meetings (TIMs), and 1-1 sessions with industry have been completed to gather crucial industry feedback on various aspects of commercial LEO platform architecture and operations, including future contract structure, minimum buy, the legal and liability framework, utilization needs and industry's interest in government-furnished services. To this end, the CLD Program hosted 23 Industry Technical Interchange Meetings, and supported 186 Partner initiated requests for NASA resources ranging from Subject Matter Expert (SME) support, model development, NASA analysis tools and capabilities, and use of NASA testing capabilities among others. Industry questions and comments received through the Sources Sought Notices and Phase 1 Partner milestones have also been invaluable. Detailed question and answers from numerous RFIs have been addressed and posted on SAM.gov, demonstrating a proactive and collaborative approach with commercial partners.

Collectively, these opportunities have been instrumental in progressing towards an initial operational capability for a commercial low Earth orbit platform.

Strategic Goal 3: INNOVATE

Performance Goal 3.1: Demonstrate new technologies and cross-cutting capabilities that are of direct interest and use to NASA missions as well as the commercial space sector

Goal Leaders: Space Technology Mission Directorate (STMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	7
Result	7
Rating	Green

Critical milestones for FY 2025

1. United Launch Alliance (ULA) Cryogenic Fluid Management (CFM) Tipping Point Solar White Demo
2. United Launch Alliance (ULA) Cryogenic Fluid Management (CFM) Tipping Point "Do No Harm" review
3. Deep Space Optical Communications (DSOC) post-conjunction operations start
4. Solar Electric Propulsion qualification motor-2 (QM-2) assembly complete
5. 20K Cryocooler Characterization Testing Complete
6. JOINS ISS Phase 2 Safety Review completion
7. Mason Critical Design Review (CDR) for Grader, Compactor, and Microwave Emitter
8. Rotating Detonation Rocket Engine (RDRE) Engine System Definition Review
9. Fission Surface Power (FSP) Phase 1A Final Review
10. Solar Electric Propulsion (SEP) qualification motor-2 (QM-1) completion of environmental testing and post Thermal Vacuum Chamber (TVAC) hot-fire

FY 2025 Performance Progress

NASA advanced its efforts to demonstrate new technologies and cross-cutting capabilities of direct interest to both Agency missions and the commercial space sector, earning a green rating for this performance year. Of the ten planned milestones for FY 2025, seven were successfully completed, reflecting strong progress in maturing technologies that will enable future exploration and commercial applications.

NASA demonstrated groundbreaking communications capability through Deep Space Optical Communications (DSOC), which transmitted and received laser-encoded data across 218 million miles—setting the stage for high-speed communications for future human missions to Mars. Other key achievements also included: the successful launch and flight of United Launch Alliance's Solar White experiment aboard the Vulcan Certification 2 flight; completion of the ULSA Do Not Harm Review for the Long Endurance Advanced Prototype (LEAP) Demo - part of the Cryogenic Fluid Management Tipping Point project; endurance testing and characterization for the 20K Cryocooler; the safety review for Lockheed Martin's Joining demonstrations In-Space (JOINS) ISS Phase 2; the System Definition Review for the InRoDES Rotating Detonation Rocket Engine; and Redwire's Mason Critical Design Review for lunar construction technologies, which will mitigate dust hazards and support infrastructure development for sustained lunar presence.

Three other milestones were delayed due to contractor availability and technical challenges. The Solar Electric Propulsion (SEP) QM-2 assembly was completed October 27, 2025, and the Fission Surface Power Phase 1A reviews were completed in December 2025, both outside of the performance reporting period. The overall progress made during this performance year strengthens partnerships with industry and lays the groundwork for capabilities essential to both NASA's exploration goals and the growth of the commercial space economy.

Performance Goal 3.2: Rapidly develop and demonstrate technologies for exploration, discovery, and the expansion of space commerce through partnership with U.S. industry and academia

Goal Leaders: Space Technology Mission Directorate (STMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	40
Result	75
Rating	Green

Critical milestones for FY 2025

1. Successfully gather flight test data on at least forty (40) technologies to determine the technology's mission infusion potential

FY 2025 Performance Progress

NASA continues to accelerate technology development and demonstration through strong collaboration with commercial and academic partners, earning a green rating for this performance goal. The Agency significantly exceeded its milestone target of gathering flight test data on at least forty technologies, achieving data collection on seventy-five technologies—nearly double the original goal. This accomplishment underscores NASA's commitment to fostering innovation and enabling future exploration missions while expanding opportunities for space commerce.

Among the notable successes contributing to this achievement, NASA partnered with SpaceX's Starlink constellation for the Starling 1.5 mission to validate space traffic coordination techniques and autonomous conjunction mitigation. The expanded Starling 1.5+ experiment advanced capabilities for identifying and tracking catalogued spacecraft and objects, a critical step toward autonomous maneuvering in congested low Earth orbit. The Starling team's efforts were recognized with the AMOS Best Paper Award and the SpaceNews ICON Awards Innovative Technology Award in 2025.

Additional technology development activities included testing and risk reduction for lunar landing systems developed by Astrobotic and Draper through NASA's Flight Opportunities program, as well as a successful October 2024 suborbital flight test with UP Aerospace demonstrating technology for interoperability between the U.S. Global Positioning System (GPS) and the European Space Agency's Galileo navigation system to advance real-time navigation data for spacecraft traveling to and operating around the Moon.

By surpassing its performance goals and advancing critical technologies, NASA strengthened partnerships with U.S. industry and academia, paving the way for future exploration missions and reinforcing the foundation for a thriving space economy.

Image Caption: Ben Burdess, mechanical engineer, observes NASA's Regolith Advanced Surface Systems Operations Robot (RASSOR) excavating simulated regolith, or lunar dust, during a test inside the Granular Mechanics and Regolith Operations Lab at NASA's Kennedy Space Center in Florida on May 27, 2025. RASSOR is designed to work in low-gravity situations, using counter rotating bucket drums on each arm to collect and dump regolith for the extraction of hydrogen, oxygen, or water, resources critical for sustaining a habitable presence. Credit: NASA/F. Michaux

Performance Goal 3.3: Mature Technology Maturation projects that offer significant improvement to existing solutions or enable new space exploration capabilities

Goal Leaders: Space Technology Mission Directorate (STMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	60%
Result	29%
Rating	Red

Critical milestones for FY 2025

1. Percentage of planned key performance parameters (KPPs) that met requirements

****Performance Goal will sunset**

FY 2025 Performance Progress

NASA faced significant challenges in maturing technology projects intended to deliver substantial improvements to existing solutions or enable new space exploration capabilities, resulting in a red rating for this performance goal.

The underlying milestone—percentage of planned key performance parameters (KPPs) that met requirements—fell short of its target of 60%, with only 29% achieved. In FY 2025, the Space Technology Mission Directorate (STMD) tracked 91 KPPs across 27 projects. Of these, 26 met their threshold or goal, while 34 were delayed due to project milestone extensions, 30 did not meet minimum thresholds because of technical challenges, project descopes or re-directions, and off-nominal lunar landings. One KPP remains unfinalized.

The shortfall reflects the complexity and risk inherent in advancing cutting-edge technologies for space exploration. Projects encountered technical hurdles and schedule impacts that prevented timely closure of planned KPPs. While some progress was made, including partial success in several technology maturation efforts, the overall performance demonstrates the need for adaptive planning to address unforeseen challenges and collaboration to overcome technical barriers and ensure future readiness for ambitious exploration goals.

Image Caption: A prototype of a robot designed to explore the subsurface oceans of icy moons glides through a pool at Caltech in September 2024, its reflection visible below the water's surface. The prototype was built at NASA's Jet Propulsion Laboratory in Southern California to demonstrate the feasibility of a mission concept called SWIM, short for Sensing With Independent Micro-swimmers. The SWIM concept involves dozens of self-propelled, cellphone-sized robots exploring the waters of icy moons, like Jupiter's Europa and Saturn's Enceladus. Delivered to the subsurface ocean by an ice-melting cryobot, the tiny robots would zoom away to look for chemical and temperature signals that could point to life. Credit: NASA/JPL-Caltech

Performance Goal 3.4: In partnership with the Federal Aviation Administration and airlines, develop and scale capabilities to improve operations of the National Airspace System, reducing airline delays and operating costs, and saving passenger time

Goal Leaders: Aeronautics Research Mission Directorate (ARMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	3
Rating	Green

Critical milestones for FY 2025

1. Scale a predictive departure rerouting capability around weather aviation service to new locations in the National Airspace System
2. Complete an evaluation of In-Time Aviation Safety Management System (IASMS) architecture to enable emergency response operations

FY 2025 Performance Progress

In FY 2025, NASA continued progress toward improving operations in the U.S. National Airspace System (NAS), including achieving two milestones and earning a green rating.

NASA's Air Traffic Management –eXploration Project achieved a significant milestone by successfully demonstrating the scalability and operational viability of its Collaborative Digital Departure Rerouting (CDDR) service. This cloud-based, machine-learning-enabled tool supports the automated negotiation of efficient routes around weather between pilot, airline, and air traffic control facilities. The CDDR was flight validated at Dallas Fort Worth International, Dallas Love Field, and Houston International Airports. The objective was to prove its capability to improve flight operations, leading to reduced delays, lower airline operating costs, and reduce workload.The evaluation was conducted in close collaboration with the Federal Aviation Administration (FAA), the National Air Traffic Controllers Association, and airline partners including United Airlines, American Airlines, Southwest Airlines, and Envoy Air.

Feedback from FAA Traffic Management Coordinators indicated that the tool facilitated more automated, informed, and data-driven decisions that support efficient operations and reduce delays and workload.

During FY 2025, NASA's Air Mobility Pathfinders Project also worked to reduce the workload on air traffic controllers by collaborating with industry and the FAA through flight tests that capture advanced air mobility (AAM) vehicle flight conformance monitoring and performance data through the development of the Providers of Services for Urban Air Mobility (PSU). The PSU allows for third-party management of AAM vehicles by their respective operators without additional workload on the existing air traffic control.

In FY 2025, NASA's System Wide Safety (SWS) Project completed the evaluation of the In-Time Aviation Safety Management System (IASMS) architecture to enable emergency response operations. This milestone is crucial for mitigating operational risks in increasingly complex and autonomous aviation operations by demonstrating automated and integrated monitoring, assessment, and mitigation capabilities.

During FY 2025, NASA's Advanced Capabilities for Emergency Response Operations Project also supported the safe integration of autonomous aviation operations by completing a flight validation of the Portable Airspace Management System for effective communication relay to enable drone utilization for wildfire aerial response. The test was conducted jointly with wildfire first responders from multiple agencies, Department of Interior, FAA, and industry partners.

Together, these accomplishments jointly with industry and FAA help accelerated the transformation of the national airspace towards a future service and mission-oriented structure with third party services to enhance safety, reduce delays, save passengers valuable time, and safely integrate emergent vehicles into the U.S. NAS for variety of missions.

Performance Goal 3.5: Enable the future generation of American aerospace by researching and developing engine systems, manufacturing techniques, and innovative designs

Goal Leaders: Space Technology Mission Directorate (STMD)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	2
Result	2
Rating	Green

Critical milestones for FY 2025

1. Evaluate noise estimates and sources for the Transonic Truss Braced Wing (TTBW) with the high-lift devices deployed
2. Design and evaluate composite manufacturing technologies for low-cost lightweight composite airframe structures

FY 2025 Performance Progress

NASA's commitment to advancing aerospace innovation demonstrably progressed in FY 2025 in both aerodynamic design and manufacturing technologies, earning a green rating for this performance goal.

The evaluation of noise estimates and sources for the Transonic Truss Braced Wing (TTBW) configuration were successfully completed with NASA Langley Research Center's Technology Qualification Review panel affirming that the research met technical quality expectations. Through the application of an accurate, unsteady numerical methodology, the airframe noise signature of the TTBW in its landing configuration was determined. Notably, the TTBW's truss brace and jury strut components were found not to be significant noise generators.

This work is vital for informing TTBW development, guiding model-to-full-scale transformations, and refining noise prediction tools, especially given the promising fuel burn benefits observed in Mach 0.8 cruise design tests.

NASA also achieved its target in the design and evaluation of low-cost, lightweight composite airframe structures. Specifically, resin-infused composite manufacturing technologies have been demonstrated at the structural panel scale for wing cover panel and wing spar components. These demonstrations provide crucial data to factory-level manufacturing models, which forecast production rates and costs that align with the project's full success criteria. This effort is fundamental to NASA's investment in high-rate composite production, aiming to meet market demand, reduce weight, and enable more efficient subsonic aircraft for early 2030s single-aisle aircraft production.

Collectively, these milestones underscore NASA's progress towards enabling the future generation of American aerospace through research and development in engine systems, manufacturing techniques, and innovative designs. This comprehensive approach ensures that NASA continues to pioneer technologies for safe, quiet, and economical transport aircraft.

Image Caption: NASA's B200 King Air aircraft – based at NASA's Armstrong Flight Research Center in Edwards, California – ascends to support a prescribed burn in Geneva State Forest, about 100 miles south of Montgomery, Alabama, on March 17, 2025. The effort is part of NASA's multi-year FireSense project, which aims to test technology that predicts fire and smoke behavior. This data could eventually benefit the U.S. Forest Service as well as local, state, and other federal wildland fire agencies. Credits: NASA/Genaro Vavuris

Strategic Goal 4: ADVANCE

Performance Goal 4.1: Strengthen protection of NASA data and assets by increasing the aggregate score of the Agency's comprehensive cybersecurity scorecard

Goal Leaders: Mission Support Directorate (MSD), Office of the Chief Information Officer (OCIO)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	80%
Result	80%
Rating	Green

Critical milestones for FY 2025

1. Cybersecurity scorecard of 80%

FY 2025 Performance Progress

NASA achieved its FY25 target of 80% on the Agency's cybersecurity scorecard, earning a green performance rating. The Agency maintained forward momentum, demonstrating focused effort as scores fluctuated between 74–79% during the third and fourth quarters. Scanning enhancements significantly improved visibility into vulnerabilities, enabling more opportunities to mitigate and manage risk. FY25 progress lays a solid foundation for continued advancement and reinforces confidence in NASA's cybersecurity posture.

Image Caption: The Orion Mission Evaluation Room (MER) team works during an Artemis II mission simulation on August 19, 2025, from the new Orion MER inside the Mission Control Center at NASA's Johnson Space Center in Houston, Texas. Credit: NASA/R. Sinyak

Performance Goal 4.2: Demonstrate increased facility reliability for current and future mission needs through investments in preventative maintenance that reduces unscheduled maintenance

Goal Leaders: Mission Support Directorate (MSD), Office of Strategic Infrastructure (OSI)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	20% or less
Result	20.3%
Rating	Yellow

Critical milestones for FY 2025

1. 20% or less of maintenance funds dedicated to unscheduled maintenance

FY 2025 Performance Progress

In FY 2025 NASA reported a reactive maintenance ratio of 20.3% resulting in a yellow performance rating. The objective was to reduce the proportion of maintenance funds dedicated to unscheduled repairs, aiming to keep this figure at or below 20%. This metric, which measures the weight of unscheduled maintenance over the total maintenance budget, is a critical indicator of the effectiveness of maintenance and renewal activities. While this represents a slight deviation from the target, the Agency is diligently working to enhance facility reliability and ensure preparedness for current and future mission needs through strategic investments in preventative maintenance. This effort is integral to demonstrating NASA's ability to strengthen and modernize Federal operations, thereby supporting the broader goal of enhancing capabilities to catalyze current and future mission success.

Image Caption: NASA astronaut and Expedition 72 Flight Engineer Nick Hague is pictured during a six-hour spacewalk for science and maintenance on the International Space Station. Credit: NASA

Performance Goal 4.3: Minimize the number and severity of employee injuries and illnesses to increase onsite productivity

Goal Leaders: Mission Support Directorate (MSD),Office of Safety and Mission Assurance (OSMA)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	<0.8 TCIR per 100 employees <0.3 DART per 100 employees
Result	0.31 TCIR per 100 employees 0.14 DART per 100 employees
Rating	Green

Critical milestones for FY 2025

1. Number of Occupational Safety and Health Administration (OSHA) recordable injuries or illnesses per 100 employees (i.e., Total Case Incident Rate, TCIR) and number of injuries or illnesses per 100 employees that result in days away from work or restricted duty (i.e., Days Away, Restricted, or Transferred Case Rate, DART), resulting in increased onsite productivity

FY 2025 Performance Progress

NASA achieved the FY 2025 target, resulting in a green rating for this performance goal. NASA continues to demonstrate a steadfast commitment to the well-being of its workforce, a critical component in achieving ambitious mission objectives. This dedication is reflected in performance against two key safety metrics. For the Total Case Incident Rate (TCIR), which measures all OSHA-recordable injuries or illnesses per 100 employees, NASA is performing exceptionally well. The FY25 TCIR rate for the agency workforce was 0.31, and for the civil servant workforce, it was an impressive 0.15. These figures are below the 0.8 target, indicating a robust safety culture across the agency.

Similarly, the Days Away Restricted or Transferred (DART) rate, which tracks injuries or illnesses resulting in days away from work, restricted duty, or transfer of duties per 100 employees, also showed strong performance. The FY25 DART rate for the Agency workforce was 0.14, and for the civil servant workforce, it was 0.04. This was significantly below the target of 0.3. These metrics, tracked by OSMA against Agency-wide (civil servant and contractor) numbers, are crucial indicators of NASA's success in minimizing the number and severity of employee injuries and illnesses. The fact that zero centers exceeded their TCIR and DART targets for the entire fiscal year further underscores the effectiveness of safety protocols and the diligence of our teams.

Image Caption: NASA astronaut Andre Douglas gives a thumbs up as he and fellow NASA astronauts Stan Love and Deniz Burnham and ESA (European Space Agency) astronaut Luca Parmitano prepare to be taken to the Crew Module Test Article (CMTA) to take part in practicing Artemis recovery operations during Underway Recovery Test-12 onboard USS Somerset off the coast of California. Credits: NASA/Joel Kowsky

Performance Goal 4.4: Ensure the health and safety of NASA astronauts and pilots

Goal Leaders: Mission Support Directorate (MSD), Office of Chief Health & Medical Officer (OCHMO)

Number of critical milestones

	Execution
Fiscal Year	FY 2025
Target	0 non-concurrences 5% or fewer variances
Result	0 non-concurrences 0% variances
Rating	Green

Critical milestones for FY 2025

1. Number of non-concurrence determinations by the Health and Medical Technical Authority (HMTA)
2. 5% or fewer program variances from health and medical policies and standards

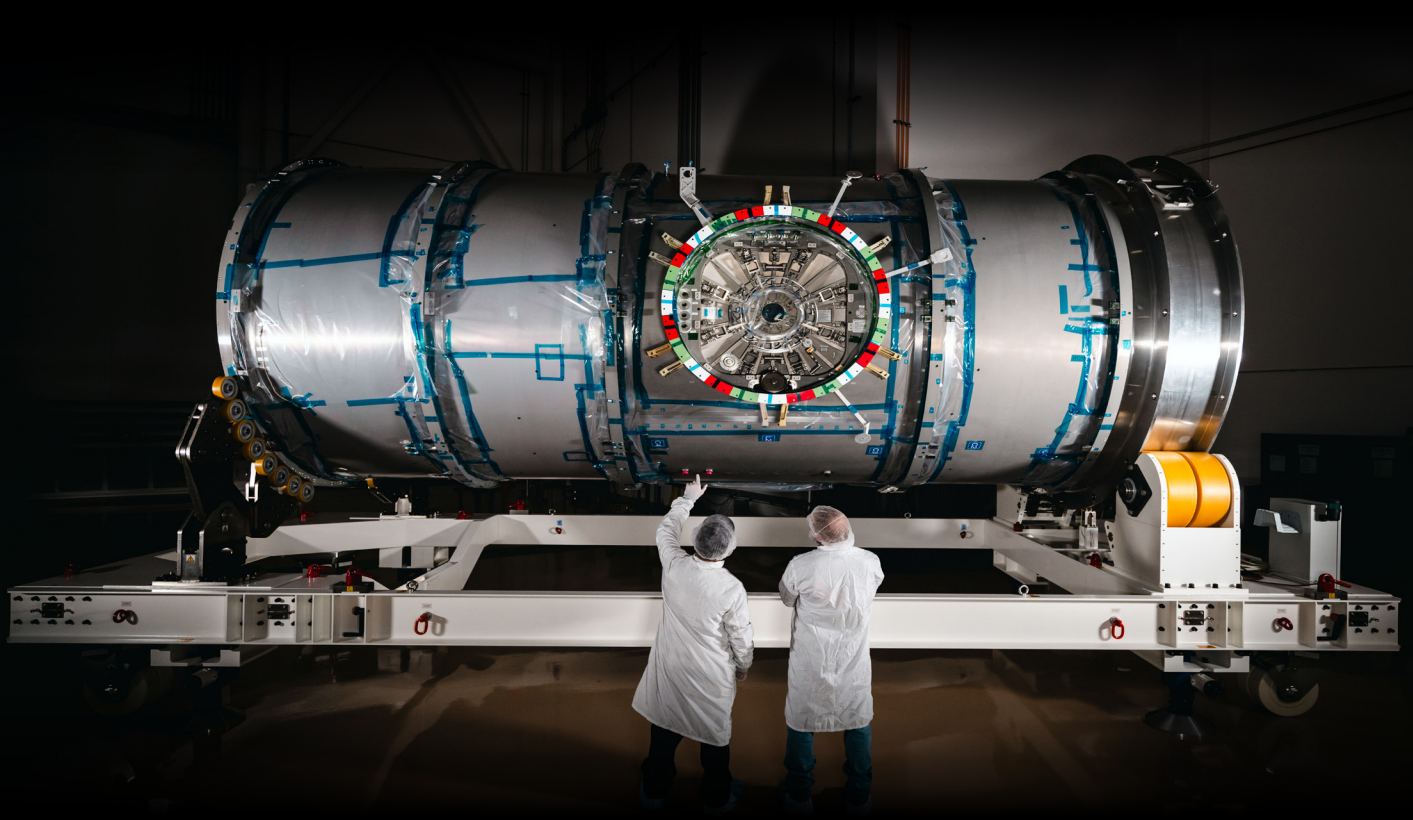
FY 2025 Performance Progress

NASA continues to demonstrate a steadfast commitment to ensuring the health and safety of its astronauts and pilots, achieving a green rating for this year. This dedication is reflected in the Agency's rigorous adherence to health and medical policies and standards, a cornerstone of successful mission execution. The Health and Medical Technical Authority (HMTA) has been instrumental in supporting NASA's flight programmatics through diligent observation, documentation of spaceflight and aeronautics activities, interpretation of standards as applied to program requirements, and thorough evaluation processes. HMTA's proactive approach to implementing human health and performance standards and operations has yielded positive results, with no non-concurrence determinations to proposed program variances for program requirements derived from OCHMO technical standards in FY25. Furthermore, program variances from established health and medical policies and standards was also at zero, significantly below the target of 5%. This indicates a strong alignment between program activities and the critical health and safety protocols designed to protect mission crews and promote mission success.

The HMTA's role in coordinating with cognizant programs to flow down applicable health and medical standards into program requirements and discussing any non-concurrences at key reviews and meetings is vital to this ongoing effort.

Image Caption: NASA astronaut and Expedition 72 Flight Engineer Don Pettit's reflection is pictured on the helmet visor of a spacesuit in this photograph he took inside the International Space Station's Quest airlock. Credit: NASA

Section 2: Evidence Act



2027 Evidence Plan
2026 Capacity Assessment

Image Caption: Gateway's HALO (Habitation and Logistics Outpost) at Northrop Grumman's facility in Gilbert, Arizona, on April 4, 2025, shortly after its arrival from Thales Alenia Space in Turin, Italy.

NASA's FY 2027 Annual Evidence Plan

The Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) supports Federal evidence-building activities and reinforces the Open, Public, Electronic, and Necessary Government Data Act, and the Confidential Information Protection and Statistical Efficiency Act. Title I of the Evidence Act requires CFO-Act Agencies to publish an Annual Evidence Plan (AEP) conveying significant evidence-building activities across the Agency each fiscal year, developed in coordination with performance targets.

The AEP establishes and informs NASA's key stakeholders about planned evidence-building activities including, but not limited to, foundational fact finding, data collection, policy analysis, program evaluation, and performance measurement. This AEP updates FY 2026 evidence-building activities to adjust for a dynamic Federal landscape and includes new activities planned for FY 2027. Internally, the results of these activities will inform program budgets, acquisition strategy, mission operations while externally supporting various activities including economic advancement and innovation.

Evidence Plan Summary

This section provides a snapshot of NASA's Priority Questions, evidence activities to answer them, and the alignment of each Priority Question to the Administration's priorities.

	Priority Question	Key Evidence Activities	Related Administration Priories
1	How will NASA support a vibrant commercial space economy, enabling U.S. leadership in the global space economy?	• Regulatory Next Generation Spaceport Infrastructure Barrier Analysis • Artemis Commercial Transportation Systems requirements analysis	• EO - Enabling Competition in the Commercial Space Industry • EO - Ensuring American Space Superiority
2	How will NASA operate more effectively, while maintaining critical capabilities?	• Cost and Schedule Estimating Evaluations • Firm Fixed Price Data Evaluation • Data Maturity Assessment	• EO - Ensuring American Space Superiority • EO - Restoring Common Sense to Federal Procurement

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Image Caption: A total lunar eclipse rises over New Orleans in the early morning hours of March 3, with the Moon darkened as it passes into Earth's shadow. The event occurs when Earth moves directly between the Sun and Moon, causing sunlight to filter through the atmosphere and cast a dim glow across the lunar surface. Credits: NASA/Michael DeMocker

Evidence Activities

This section details the key evidence building activities being undertaken to help answer NASA's Priority Questions. The first section details activities, and the second details specific evaluations. Evaluation, as defined under requirements of the Foundations for Evidence-Based Policymaking Act of 2018, is an assessment using systematic data collection and analysis of one or more programs, policies, and organizations intended to assess their effectiveness and efficiency.

Activity	A	**Artemis Commercial Transportation Systems Requirements Analysis**
Supports Priority Question(s)		How will NASA support a vibrant commercial space economy, enabling U.S. leadership in the global space economy?
Description		The Artemis Commercial Transportation Systems Requirements Analysis is a critical activity within NASA's broader Artemis campaign, which aims to return humans to the Moon and eventually send crewed missions to Mars. NASA plans to evolve the Artemis architecture, incorporating Human Landing System (HLS) and potentially transitioning to a fully commercial architecture in the 2030s. These enhancements necessitate a rigorous analysis of transportation system requirements to ensure mission success and affordability. This requirements analysis focuses on defining and validating the commercial transportation capabilities available to support the Artemis program's objectives. It includes evaluating the integration of launch vehicles, payload delivery systems, and crew transport mechanisms. NASA is considering transitioning toward a commercial services model for Artemis, which makes this requirements analysis essential for aligning commercial capabilities with NASA's technical and operational needs. This analysis also considers the logistical and performance demands of transporting critical cargo components, which must be launched well in advance of the crewed mission. These elements require precise coordination and reliable transportation systems to meet schedule constraints and ensure readiness for lunar operations. The requirements analysis helps identify potential risks, gaps in capability, and areas where commercial providers must meet stringent NASA standards. Furthermore, the activity supports NASA's goal of increasing affordability and sustainability in deep space exploration. By leveraging commercial partnerships and conducting thorough requirements analyses, NASA aims to reduce costs, improve schedule reliability, and foster innovation in spaceflight systems. This analysis is thus a foundational step in transitioning NASA's launch operations to a more commercially driven model while maintaining mission integrity and safety.

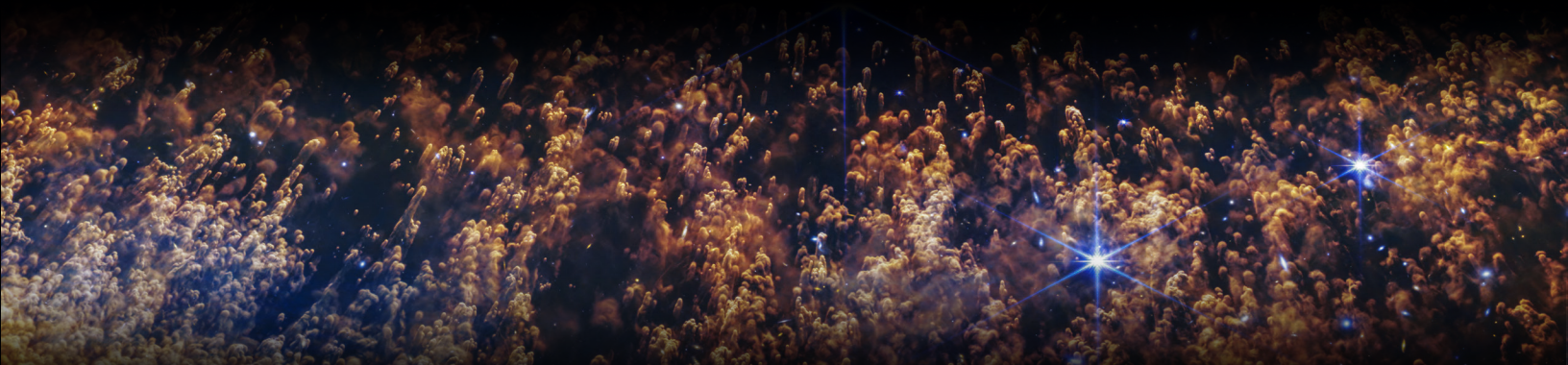


Image Caption: Webb provides a close-up view of the Helix Nebula, showing turbulent gas from a dying star pushing through surrounding shells of dust and creating intricate structures. Radiation from the white dwarf at the nebula's center illuminates the surrounding material, where complex molecules form and contribute to the recycled matter that can seed future planetary systems. Creedits: NASA, ESA, CSA, STScI, Alyssa Pagan

Alignment to Priorities	This analysis directly supports the Executive Order on American Space Superiority by advancing U.S. leadership in lunar exploration, fostering commercial partnerships, and ensuring affordability and sustainability in deep space missions. By defining and validating commercial transportation capabilities for Artemis, including integration of launch vehicles, payload delivery, and crew transport, NASA aligns with the EO's mandate to transition toward a commercially driven model, reduce costs, and enhance innovation. This analysis also addresses logistical challenges for critical components, ensuring readiness for lunar operations and laying the groundwork for future Mars missions, thereby operationalizing the EO's vision for robust, interoperable systems and long-term space dominance.
Topics	Commercial Space Indsutry, Space Superiority
Timeframe	FY 2027 - FY 2028

Activity	B	**Regulatory Next Generation Spaceport Infrastructure Barrier Analysis**
Supports Priority Question(s)		How will NASA support a vibrant commercial space economy, enabling U.S. leadership in the global space economy?
Description		The Regulatory Next Generation Spaceport Infrastructure Barrier Analysis refers to a systematic review of the regulatory obstacles that hinder the development and modernization of spaceport infrastructure in the United States. As commercial space activities accelerate, spaceports—specialized facilities for launching and receiving spacecraft—are becoming critical nodes in the space economy. However, their expansion faces complex regulatory challenges, including environmental compliance, airspace integration, and adherence to applicable international treaties. This analysis aims to identify these barriers and propose strategies to streamline processes, ensuring that infrastructure development aligns with safety, sustainability, and economic growth objectives. One major focus of the analysis is the tension between federal and state regulations. States often impose environmental and land-use restrictions, while federal agencies seek to expedite permitting and licensing to meet national space competitiveness goals. Recent executive actions have directed agencies like the Department of Transportation and FAA to eliminate or accelerate environmental reviews under NEPA and other statutes, signaling a shift toward deregulation to foster rapid infrastructure growth. By mapping these conflicts and inefficiencies, the barrier analysis should provide a foundation for harmonizing regulatory frameworks and reducing delays that currently impede launch cadence and scalability. The potential of this analysis to build evidence for decision-making lies in its ability to quantify the economic and operational impacts of regulatory bottlenecks. For example, delays in permitting can lead to missed launch windows, increased costs, and reduced investor confidence. By presenting data-driven insights into how streamlined processes could enhance competitiveness, the analysis supports informed policy decisions at both Federal and state levels. It also offers a roadmap for prioritizing infrastructure investments, such as creating categorical exclusions for certain spaceport activities or establishing a dedicated Spaceport Network Improvement Program to fund upgrades and expansions.

Description	Ultimately, this barrier analysis serves as a critical tool for stakeholders—government agencies, private operators, and policymakers—by providing actionable recommendations grounded in regulatory, economic, and technical evidence. It not only addresses immediate challenges but also anticipates future needs as space activities diversify, including orbital tourism, lunar missions, and satellite mega-constellations. This proactive approach ensures that regulatory frameworks evolve in tandem with technological advancements, enabling the U.S. to maintain leadership in the global space economy.
Alignment to Priorities	This analysis directly executes section 4 of the August 2025 Executive Order on Enabling Competition in the Commercial Space Industry by providing the evidence base needed to implement its core mandate: removing regulatory bottlenecks and accelerating infrastructure development. The EO calls for streamlining licensing and permitting processes, expediting environmental reviews under the National Environmental Policy Act (NEPA), and reforming outdated regulations to enable a competitive launch marketplace and increase launch cadence by 2030. The barrier analysis identifies specific obstacles—such as duplicative state and federal reviews, unclear compliance pathways, and delays in spaceport construction approvals—that hinder these goals. By quantifying the economic and operational impacts of these barriers and proposing actionable solutions like categorical exclusions and harmonized review processes, the analysis equips policymakers and agencies with data-driven insights to prioritize reforms, ensuring that spaceport infrastructure modernization aligns with the EO's vision for U.S. leadership in commercial space.
Topics	Deregulation, Space Superiority
Timeframe	FY 2025-2026

Image Caption: A SpaceX Dragon cargo spacecraft with its nosecone open approaches the International Space Station for an automated docking to the Harmony module's forward port while carrying more than 5,000 pounds of science, supplies, and hardware for the CRS-33 mission. Both vehicles are flying 261 miles above the Atlantic Ocean south of the Azores at the moment captured. Credits: NASA/JSC

Activity	C	Cost & Schedule Estimating
Supports Priority Question(s)		How will NASA operate more effectively, while maintaining critical capabilities?
Description		NASA's Office of Inspector General (OIG) regularly points to a management challenge in accurately estimating and managing the cost and schedule of its large, technically complex spaceflight projects, which often span years or decades. In 2024, the Government Accountability Office (GAO) reported that NASA's projects had cumulatively overrun estimates by $4.4 billion, underscoring the need for improved predictive cost models. To address this, NASA employs a three-tiered approach to cost and schedule estimation: probabilistic estimates during early formulation, baseline modeling before implementation approval, and earned value management during project execution to track progress. These techniques aim to provide more reliable forecasts and help NASA meet its commitments to stakeholders. Parametric cost and schedule models play a central role in NASA's estimation strategy. These models rely on statistical relationships—known as Cost and Schedule Estimating Relationships (CERs and SERs)—between historical data and technical parameters to forecast future outcomes. While generally effective, these models can fall short when projects have unique cost drivers, lack analogous data, or have poorly defined programmatic content. To mitigate these limitations, NASA has invested in historical data collection, statistical analysis, and model development over the past four decades. Despite these longstanding efforts, NASA recognizes the need to enhance its modeling capabilities to better reflect evolving trends in technology, systems engineering, software development, and commercial acquisition strategies. The ultimate goal is to strengthen these areas by improving the accuracy and reliability of cost and schedule estimates. This is especially important given the continued complexity and uniqueness of NASA's missions. The Theory of Change for this effort posits that by expanding its cost and schedule modeling tools and improving early formulation estimates—particularly when socializing mission costs with external stakeholders like Congress and OMB—the Agency will be better positioned to make statistically achievable baseline commitments. This, in turn, should lead to more projects being delivered on time and within budget, enhancing NASA's credibility and effectiveness in executing its ambitious space exploration goals.
Alignment to Priorities		NASA's efforts to improve cost and schedule estimation directly support the nation's interests by ensuring the efficient use of taxpayer dollars and the successful execution of complex space missions. Accurate forecasting strengthens NASA's ability to deliver projects on time and within budget, which enhances credibility with Congress, the Office of Management and Budget, and other stakeholders. This discipline enables NASA to pursue ambitious exploration objectives while maintaining fiscal responsibility, fostering public trust, and sustaining U.S. leadership in space. By reducing overruns and improving predictability, NASA not only advances its mission but also demonstrates accountability and stewardship of resources—critical for national innovation, economic growth, and global competitiveness.
Topics		Accountability, Optimization
Timeframe		Ongoing

Activity	D	**Firm Fixed Price Data Analysis Initiative**
Supports Priority Question(s)		How will NASA operate more effectively, while maintaining critical capabilities?
Description		The Firm Fixed Price (FFP) Data Analysis initiative is designed to examine historical and current NASA acquisitions under FFP contract structures and assess their associated outcomes. FFP contracts, which set a predetermined price for deliverables, are increasingly being utilized for high-value spaceflight development projects. While this approach can offer cost predictability and stability, it also limits NASA's visibility into contractor schedule and technical performance and reduces the availability of detailed programmatic data. This initiative seeks to address these gaps by leveraging existing contract information to perform root cause analyses of price and schedule growth, and by cataloguing contributing factors to inform future acquisition strategies. Currently, NASA's strategic shift toward FFP contracts has introduced challenges in evidence-based decision-making. Reduced insight into contract execution has hindered the Agency's ability to accurately estimate costs and schedules for analogous projects. Previous efforts attempted to collect additional programmatic data from contractors but faced feasibility issues. This initiative builds on those lessons by focusing on practical data collection from past and current contracts, enabling NASA to identify patterns and systemic issues that influence performance outcomes. The benefits of this initiative for evidence-building are significant. By analyzing historical FFP contract data and identifying root causes of any cost and schedule variances, NASA will strengthen its ability to forecast risks on future projects and improve acquisition strategies. This evidence base will support more effective negotiations, ensuring fair and reasonable pricing for future contracts. Additionally, the insights gained will enhance source selection evaluations and inform Procurement Strategy Meetings (PSMs), aligning with the NASA Advisory Council's recommendation for continuous improvement in acquisition practices. Ultimately, this initiative will create a feedback loop where lessons learned from past contracts directly shape future procurement decisions. This FFP Data Analysis initiative represents a critical step toward data-driven acquisition management. It not only addresses current gaps in performance visibility but also builds a foundation of reliable evidence to guide strategic decisions. By institutionalizing these insights, NASA can mitigate risks, optimize contract structures, and maintain accountability in high-value spaceflight development projects.
Alignment to Priorities		This initiative aligns with administration priorities outlined in Executive Order 14275, "Restoring Common Sense to Federal Procurement". EO 14275 directs agencies to streamline acquisition regulations and prioritize cost-effective solutions, which complements NASA's effort to use data-driven insights for better contract negotiations and risk management. By analyzing historical and current FFP contract outcomes, NASA advances these objectives—enhancing transparency, supporting informed decision-making, and ensuring fair and reasonable pricing for high-value spaceflight projects. This initiative exemplifies NASA's commitment to smarter, more accountable government operations and measurable results through evidence-based acquisition strategies.
Topics		Transparency, Optimization, Accountability
Timeframe		FY 2026 - 2027

Activity	E	Data Maturity Assessment
Supports Priority Question(s)		How will NASA operate more effectively, while maintaining critical capabilities?
Description		NASA's Data Maturity Assessment (DMA) is a structured framework designed to evaluate how effectively the Agency manages and leverages its vast data resources. The primary purpose of the DMA is to ensure that NASA's data assets meet high standards of quality, accessibility, and usability across the organization. This assessment aligns with NASA's broader data strategy goals, which emphasize governance, interoperability, and compliance with principles such as FAIR (Findable, Accessible, Interoperable, and Reusable). By conducting these assessments, NASA aims to identify gaps in data management practices and create actionable roadmaps for improvement, ultimately supporting mission-critical research and decision-making processes. The methodology behind NASA's DMA involves evaluating data maturity across multiple dimensions, including people, processes, technology, policy, and outcomes. These dimensions are assessed using standardized metrics and scoring mechanisms to determine the current state of data practices and their alignment with organizational goals. Stakeholder engagement is a key component of the process; NASA conducts structured interviews and collaborates with its Enterprise Data Working Group to ensure that the assessment reflects real-world operational needs. The results are typically visualized through dashboards, enabling leadership to monitor progress and prioritize investments in data infrastructure and governance. NASA also applies a tiered approach to data maturity levels. These levels range from Beta (early-stage, exploratory data) to Validated (high-quality, publication-ready data), with intermediate stages such as Provisional and multiple validation stages. Each level reflects the degree of validation, quality assurance, and readiness for scientific use. For example, Beta products are primarily for familiarization and not suitable for research, while Level 4 validated products meet rigorous standards for long-term studies. This structured progression ensures transparency and reliability in NASA's data offerings, supporting both internal and external stakeholders. Ultimately, the Data Maturity Assessment serves as a cornerstone of NASA's enterprise data governance strategy. It not only promotes consistency and accountability across diverse data ecosystems but also enables NASA to harness emerging technologies—such as AI and advanced analytics—by ensuring that foundational data practices are robust. Through continuous improvement and annual reassessments, NASA maintains a dynamic approach to data management, positioning itself to meet evolving scientific and operational challenges.
Alignment to Priorities		This assessment directly supports national priorities around open science, data transparency, and data-driven decision-making, as outlined in Federal data strategies. It also advances the President's Executive Order on Gold Standard Science by ensuring that NASA's data assets meet rigorous standards of quality, accessibility, and interoperability, enabling trustworthy and reproducible research. Furthermore, it aligns with the President's agenda to leverage emerging technologies, foster collaboration, and promote equitable access to government data, enabling NASA to maximize the impact of its research investments and maintain U.S. leadership in science and technology. By systematically improving data maturity, NASA strengthens its ability to deliver reliable information for space exploration, Earth science, and innovations that benefit society.
Topics		Accessibility, Accountability
Timeframe		Ongoing

Challenges

This section details challenges to developing evidence as part of answering the Priority Questions, including any statutory or other restrictions to accessing relevant data.

1. Shifting National Priorities & Budget Volatility

- **Description:** Federal priorities and funding can change quickly due to political transitions or economic pressures.
- **Implication:** Decreases sustainability of long-term commitments to commercial partnerships, operational improvements, and technology demonstrations.
- **Applicability:** Priority Questions 1 & 2

2. Decreased Workforce Capacity & Talent Competition

- **Description:** Workforce reductions and difficulty attracting specialized talent due to competition from other tech sectors.
- **Implication:** Slows progress on operational efficiency and innovation while increasing mission safety risks.
- **Applicability:** Priority Questions 1 & 2

3. Commercial Ecosystem Fragility & Market Uncertainty

- **Description:** Over-reliance on a small number of providers and vulnerability to market fluctuations.
- **Implication:** Challenges NASA's ability to foster a resilient, competitive commercial space industry that supports economic and security goals.
- **Applicability:** Priority Question 1

4. Regulatory & Standards Evolution

- **Description:** Rapidly changing norms for space traffic management, debris mitigation, and emerging technologies like AI and autonomous systems.
- **Implication:** Uncertainty can slow commercial adoption and complicate NASA's leadership role in setting standards.
- **Applicability:** Priority Questions 1 & 2

5. Cybersecurity & Digital Infrastructure Risks

- **Description:** Increasing reliance on digital engineering, cloud-based systems, and interconnected networks introduces new vulnerabilities.
- **Implication:** Threats to mission assurance and safety if cyber risks are not proactively managed.
- **Applicability:** Priority Question 2

Image Caption: Members of the NISAR mission team at NASA's Jet Propulsion Laboratory work in mission control as the satellite's radar antenna reflector deploys, expanding from its compact stowed size to its full operational diameter through a two-stage unfolding process. The reflector's successful deployment enables the mission to collect detailed radar data used to track changes in Earth's land, ice, forests, wetlands, and geologic activity. Credits: NASA/JPL-Caltech

NASA Capacity Assessment

Capacity Assessment Introduction

The Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) requires Federal agencies to build and use evidence to inform policy decisions. In alignment with this mandate, the goal of NASA's quadrennial Capacity Assessment is to generate actionable insights that support efforts to strengthen the Agency's ability to produce meaningful, decision-ready information.

NASA's evidence-building capacity is broad and diverse, reflecting its commitment to use data and analysis to inform decisions, policies, and regulations. NASA's continued leadership in air and space exploration relies heavily on the availability and quality of this evidence.

This assessment presents an analysis of findings from the Agency's 2025 survey of analysts and evaluators who contribute to evidence-building activities across various functions. The insights derived from this analysis highlight key trends, challenges, and opportunities in the Agency's evidence-building efforts. Findings are supported by specific data points from the survey, which are provided in detail within the Appendix.

In 2020, the US Government Accountability Office (GAO) published a report entitled Federal Managers Survey: Results on Government Performance and Management Issues. This report published the results from a government-wide survey of more than 2,300 federal managers. NASA compared several responses from this Capacity Assessment survey to GAO's results. Questions in the Appendix marked with an (*) indicate questions that were also included on GAO's survey. NASA consistently reported a higher percentage of responses indicating "Very Great Extent" and "Great Extent." This suggests that NASA respondents perceive stronger evaluation capability in key areas of evidence-building compared to the broader Federal workforce.

Coverage

What is happening and where is it happening?

Evaluation and analysis activities are conducted throughout NASA, involving individual evaluators, teams, and managers overseeing contractor-led efforts. These efforts span all Mission Directorates and Mission Support Enterprise Organizations (MSEOs), with particular emphasis in the Exploration Systems Development Mission Directorate (ESDMD), the Science Mission Directorate (SMD), and the Office of the Chief Financial Officer (OCFO), which houses the Agency's Evaluation Officer. Figure 1 below illustrates the diverse types of evaluation and analysis being performed across the Agency to support evidence-building.

What type of information, data, analysis, evaluation, and/or evidence do you or the staff in your unit (civil servants and contractors) use to enable better decision-making and/or policymaking?

Quality

Are evidence-building activities designed and executed using credible statistical, evaluation, research, and analytical practices?

NASA analysts and evaluators demonstrate strong technical capabilities and a solid understanding of evaluation methods, results, and limitations, as well as the skills needed to implement evaluation recommendations (Q5d, Q5e). However, these skillsets are not regularly assessed to identify gaps or training needs (Q7b), and 64% of respondents indicated that staff receive minimal to moderate training in evaluation practices (Q5b). Given the Agency's reduced workforce and the rapid advancement of technology, it is essential to enhance skillsets to ensure NASA's evaluation capacity remains effective and resilient.

Methods

What are the methods being used for these activities, do these methods incorporate the necessary level of rigor, and are those methods appropriate for the activities to which they are being applied?

Figure 1 in the Coverage section illustrates the diverse types of analysis being conducted across the Agency, highlighting a broad commitment to comprehensive evidence-building. Additionally, 70% of respondents report that evaluation activities are strongly guided by Agency policies (Q6d), demonstrating the presence of clear, documented procedures. This is further supported by 72% of respondents agreeing that evaluations are technically rigorous (Q3b) especially in comparison to the government-wide GAO survey which detailed a much lower rate for that same question (GAO Survey Q20c), reflecting NASA's ability to produce accurate, high-quality evidence. These efforts are underpinned by a comprehensive framework of NASA and government-wide policies and standards that ensure the reliability and validity of information used for decision-making.

Effectiveness

Are the activities meeting their intended outcomes, including serving the needs of stakeholders and being disseminated?

NASA's evaluation practices are supported by skilled program staff who understand evaluation methods, limitations, and how to implement recommendations, with survey responses overwhelmingly affirming their capability to conduct evaluations (Q5c, Q5e). It also detailed that evaluation results are utilized in various different ways (Q1). 60% of respondents noted that evaluations were delivered in time to be useful (Q4b), while 75% agreed they addressed issues important to key stakeholders (Q2b). Evaluations are disseminated through Agency websites and other channels such as management councils, advisory committees, newsletters, and conferences, ensuring broad accessibility and stakeholder engagement. Despite strong leadership support and sufficient IT infrastructure, challenges remain in data accessibility and consistent funding (Q8) to complete evidence-building activities.

Image Caption: Phoenix, Arizona, and its surrounding suburbs are shown from the International Space Station at about 4:13 a.m. local time as the station passed 259 miles overhead. The view highlights the city's large metropolitan area with a population of more than 1.6 million. Credits: NASA/JSC

Independence

To what extent are the activities being carried out free from bias and inappropriate influence?

In addition to strong alignment with agency policies (Q6d), 74% of respondents believe these documented procedures help ensure evaluations are conducted in an unbiased and impartial manner (Q6a). This commitment to integrity is further reinforced by over 80% of respondents affirming that evaluations were completed without undue influence (Q2a). This same question was asked on the GAO Survey for which only 36% of respondents affirmed that evaluations were completed without undue influence (GAO Survey Q20b). These survey results highlight NASA's dedication to producing trustworthy and objective evidence.

Summary/Opportunities and Challenges

This capacity assessment indicates that NASA evidence-building capacity is strong. The Agency remains committed to identifying training opportunities, especially those with analytical tools and Artificial Intelligence. NASA offers a robust training repository through its Learning Library, accessible to all civil servants and most contract staff, featuring a wide range of self-paced and instructor-led courses.

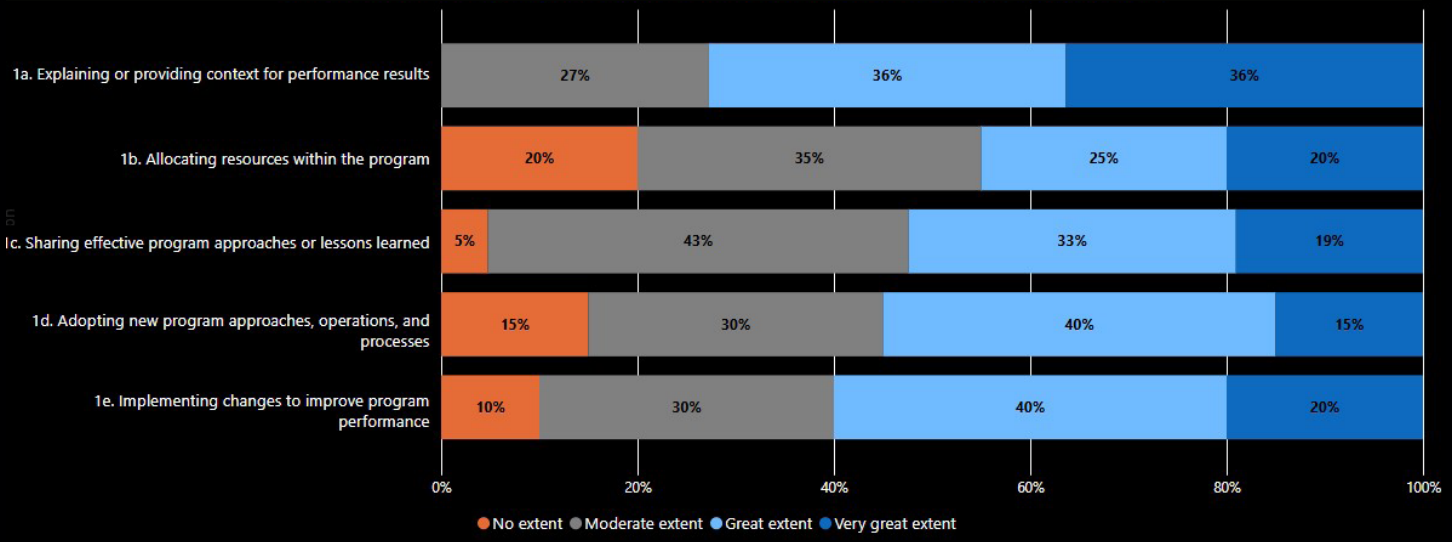
NASA may benefit from conducting shorter, more focused evaluations that deliver tangible results. This approach aligns better with the dynamic nature of government work, where shifting priorities and changes across administrations can make long-term evaluations less feasible. While shorter evaluations can serve as building blocks for future analysis, it is essential that evaluators clearly document all limitations and caveats to prevent misinterpretation of findings.

NASA's evidence-building capacity remains resilient, despite facing a workforce reduction of roughly 21% due to attrition (approximately 96% of survey respondents are still working at NASA). This disruption impacted operations as NASA worked to assess needs and fill critical skill gaps. However, this period of transition also presents a valuable opportunity for the Agency to streamline procedures and embrace innovative approaches to evaluation and analysis, ultimately strengthening its mission and operational resilience.

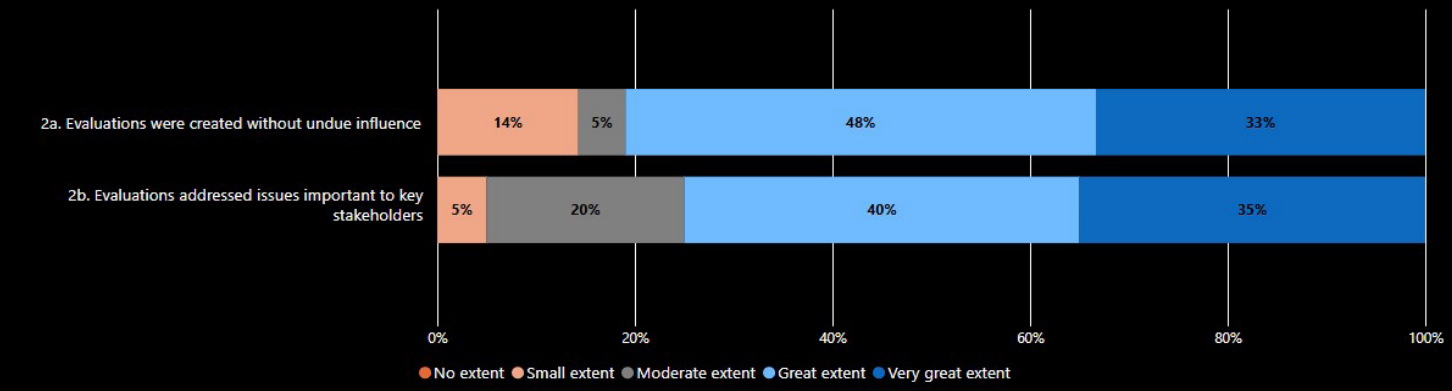
Image Caption: The uncrewed Progress 93 resupply ship from Roscosmos, carrying about three tons of food, fuel, and supplies for the Expedition 73 crew, is pictured automatically approaching the International Space Station before docking to the Zvezda service module's rear port for six months of cargo activities. Credits: NASA

Capacity Assessment Appendix

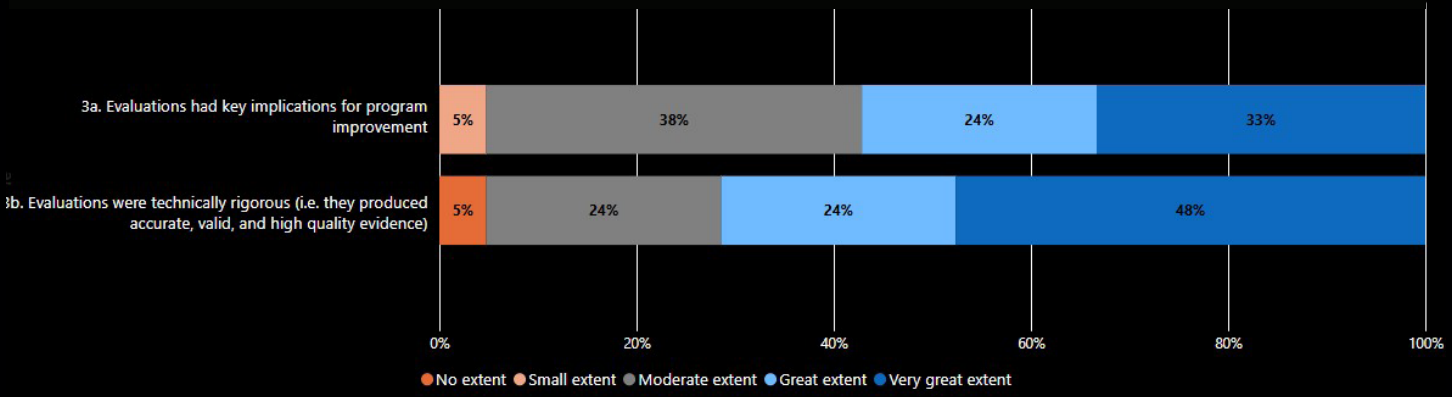
Q1: To what extent does your program(s) use results from evaluations for the following purposes?



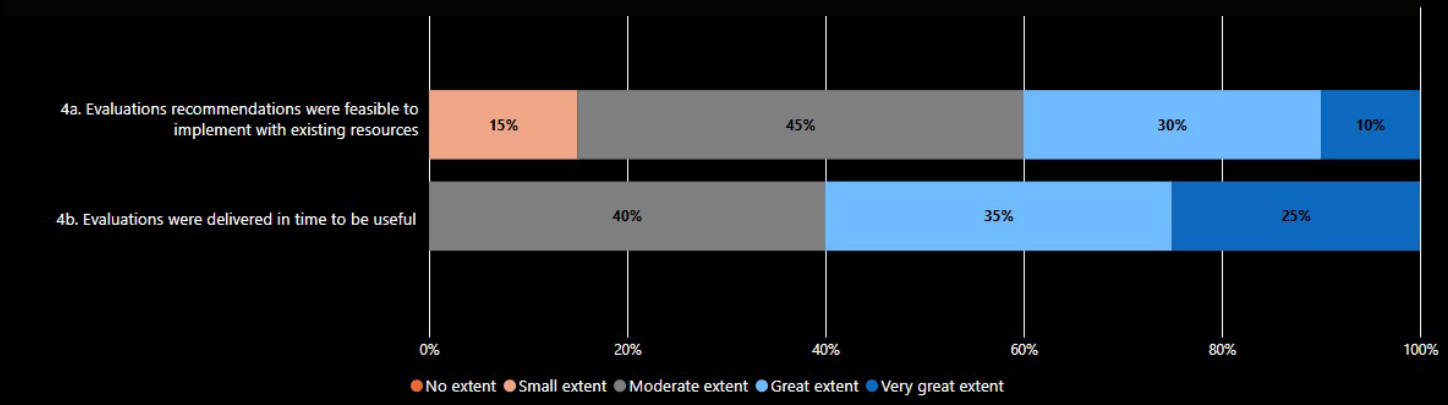
***Q2:** To what extent do you agree with the following statements about evaluations of your programs(s)?



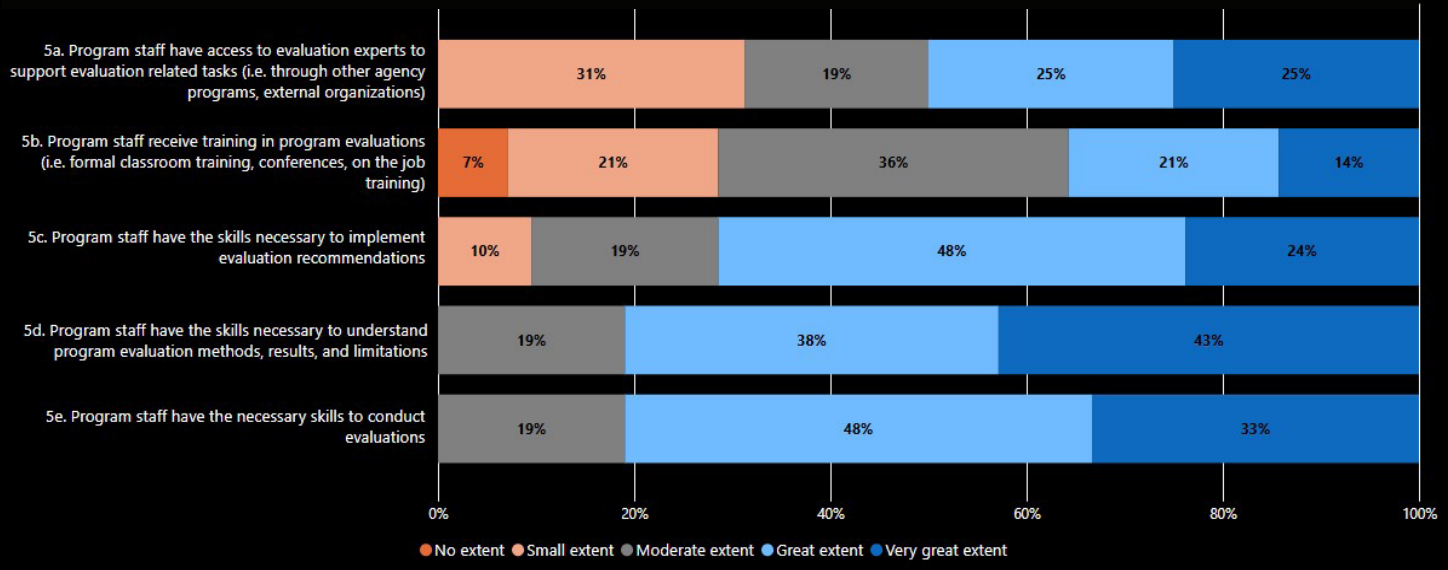
***Q3:** To what extent do you agree with the following statements about evaluations of your programs?



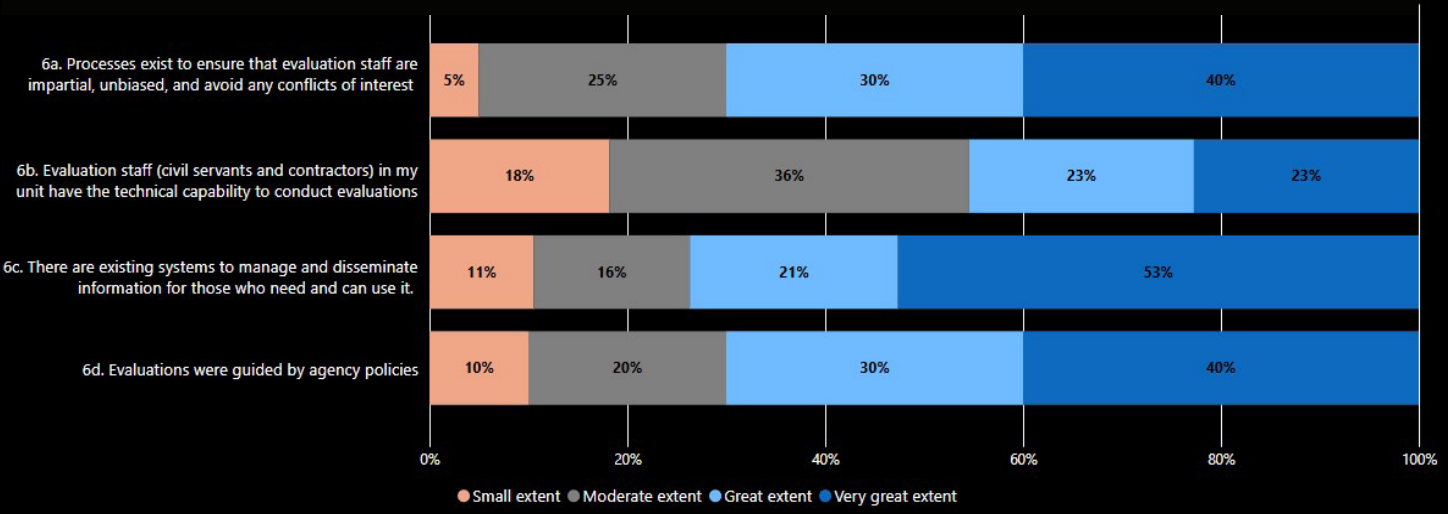
***Q4:** To what extent do you agree with the following statements about evaluations of your program(s)?



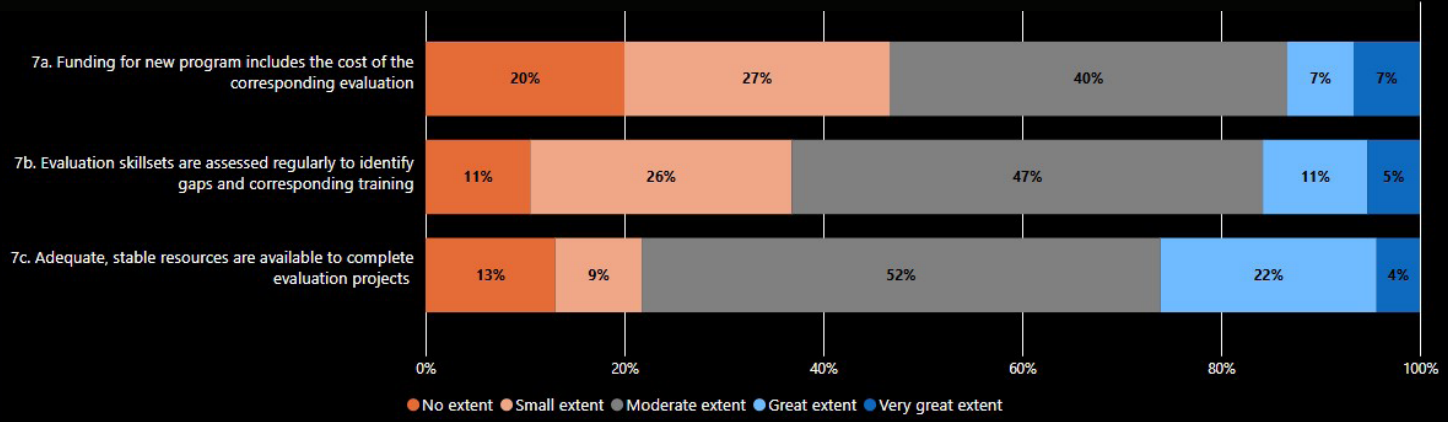
***Q5:** To what extent do you agree with the following statements about staff collectively in your program(s)?



Q6: To what extent do you agree with the following statements about evaluations of your program(s)?



Q7: To what extent do you agree with the following statements about evaluation resources?



Q8: From your perspective, to what extent does a lack of the following resources limit your organization's evidence building capacity?

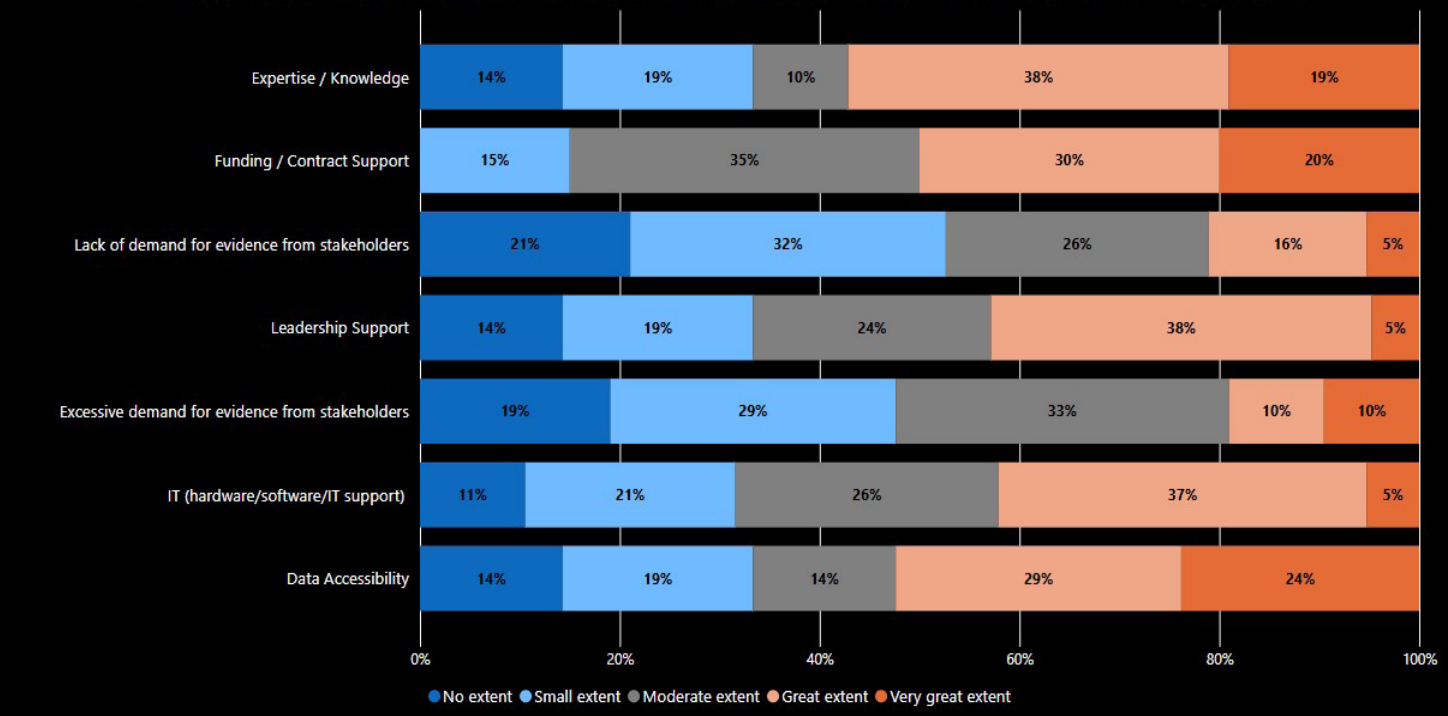


Image Caption: Credits: Artemis II mission astronauts Reid Wiseman, Victor Glover, Christina Koch, and Jeremy Hanson pictured in front of an enlarged photo of the moon. The Artemis II mission was NASA's first crewed lunar flyby in over 50 years, launched on April 1, 2026, and lasted approximately 10 days. NASA/Daniel O'Neal

Shaping the Golden Age of Innovation