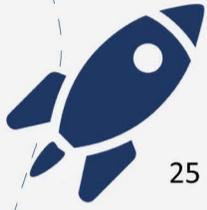




## LANDING THE FIRST WOMAN AND THE NEXT MAN ON THE MOON BY 2024

The development of a deep-space human exploration capability to reach the Moon by 2024, and then Mars, is NASA's most ambitious and costliest ongoing activity.



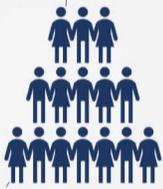
## IMPROVING MANAGEMENT OF MAJOR PROJECTS

NASA plans to invest at least \$65 billion over the life cycle of its 25 major Earth science, human exploration, planetary science, and astrophysics projects. Historically, major projects have cost significantly more and taken much longer to complete than planned.



## SUSTAINING HUMAN PRESENCE IN LOW EARTH ORBIT

The proposed extension of the International Space Station's operations, combined with the goal of returning humans to the Moon by 2024, will challenge the Agency to obtain the funds – typically \$3 to \$4 billion annually – to sustain ISS operations.



## ATTRACTING AND RETAINING A HIGHLY SKILLED WORKFORCE

The success of NASA's projects and missions relies on the Agency attracting and retaining a highly skilled workforce with diverse technical and management skills, an area that is more challenging due to an impending retirement wave.



## IMPROVING OVERSIGHT OF CONTRACTS, GRANTS, AND COOPERATIVE AGREEMENTS

NASA continues to face challenges in managing billions of dollars in contracts, grants, and cooperative agreements for research and development activities, services, supplies, and equipment.



## MANAGING AND MITIGATING CYBERSECURITY RISK

For FY 2020, NASA allocated approximately \$74 million for cybersecurity. Given the unrelenting threats to its IT infrastructure, we remain concerned about gaps between NASA's threat exposure and its ability to effectively manage and mitigate cyber risk.



## ADDRESSING OUTDATED INFRASTRUCTURE AND FACILITIES

With installations in 14 states, NASA manages \$39 billion in assets and more than 5,000 buildings and structures, making it one of the largest federal government property holders. To achieve its goals, the Agency needs to maintain these facilities in a safe and sustainable condition.



## NASA's Top Management and Performance Challenges 2020

*NASA stands at the forefront of aeronautics, science, and space exploration, and is responsible for numerous scientific discoveries and technological innovations. However, in the past 10 years the Agency's space exploration priorities have shifted multiple times. Additionally, the Agency has been challenged to temper its culture of optimism and require more realistic cost and schedule estimates for major projects. As the Agency moves forward with key decisions on several of its major projects, addressing the challenges discussed in this report will be paramount to success.*

*NASA adjusted its operations as a result of COVID-19. All seven management and performance challenges have been affected by COVID-19.*

*To learn more, visit <https://oig.nasa.gov>*