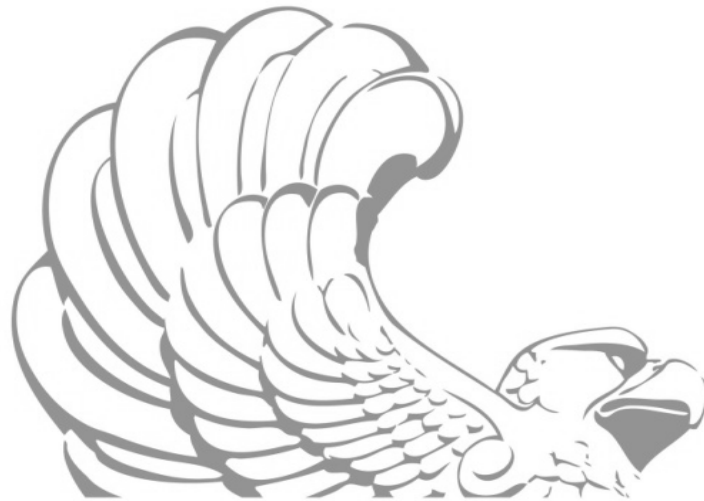

National Archives and Records Administration



NATIONAL
ARCHIVES

FY 2027

CONGRESSIONAL JUSTIFICATION

April 3, 2026

National Archives and Records Administration

SUMMARY of the FY 2027 REQUEST

Fiscal Year 2027 Budget Request

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Summary of the Request

The National Archives and Records Administration (NARA) requests \$419.7 million in discretionary budget authority for FY 2027. This is a decrease of -\$34.6 million from the FY 2026 enacted amount. Within the aggregate request, NARA requests \$404.8 million for the Operating Expenses appropriation, \$5.3 million for the NARA Office of Inspector General, and \$9.5 million for Repairs and Restoration of NARA-owned buildings. NARA is not requesting appropriations for the National Historical Publications and Records Commission (NHPRC) Grants Program. NARA's request for Operating Expenses includes \$384.8 million in one-year funding and \$20 million to be available until expended.

Appropriations Request

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request	change from FY 2026
Operating Expenses:				
Annual appropriation	\$ 418,250	\$ 391,000	\$ 384,842	-6,158
<u>No-year appropriation</u>	<u>32,000</u>	<u>30,000</u>	<u>20,000</u>	-10,000
Total Appropriation.....	\$ 450,250	\$ 421,000	\$ 404,842	-16,158
Office of Inspector General	5,920	5,920	5,328	-592
Repairs and Restoration	8,000	8,000	9,500	+1,500
NHPRC Grants Program	10,000	19,344	0	-19,344
NARA Discretionary Budget Authority	\$ 474,170	\$ 454,264	\$ 419,670	-34,594

NARA's request for Operating Expenses is a reduction of -\$16.2 million from the FY 2026 enacted amount. NARA's request is the net of several program increases and reductions:

- (1) An increase of \$12.7 million, to provide for increases to NARA Facility Operations costs and other, non-labor costs(+ \$6.7 million); modernize declassification processes (+\$3.1 million); transition to a new shared services provider (+\$2.4 million); transition to OPM's Core Human Capital Management system (+\$0.5 million).
- (2) Reductions totaling -\$28.9 million, including one-time development costs and contract reductions (-\$16.3 million); non-recurring initiatives to support electronic records (-\$10 million); implementation of an organizational realignment (-\$2.4 million); closure of several NARA locations (-\$0.2 million).

NARA's request for the Office of Inspector General appropriation is a reduction of -\$0.6 million from the FY 2026 enacted amount; an amount that provides for the FY 2026 and FY 2027 within-grade increases while reducing redundant contracts.

NARA's request for the Repairs and Restoration appropriation is an increase of \$1.5 million.

NARA does not request new funding for the NHPRC Grants Program appropriation, which is a reduction of -\$19.3 million from amounts provided in the FY 2026 enacted amount.

NARA Mission and Strategic Goals

The mission and strategic goals confirm NARA's commitment to openness, transparency, and citizen engagement through public access to government records. NARA's strategic framework adds context and a higher purpose to NARA operations, drives increased coordination between NARA programs, and sets priorities for improved resource allocations.

MISSION

We will preserve the records of the United States and make them available to the American people.

STRATEGIC GOALS

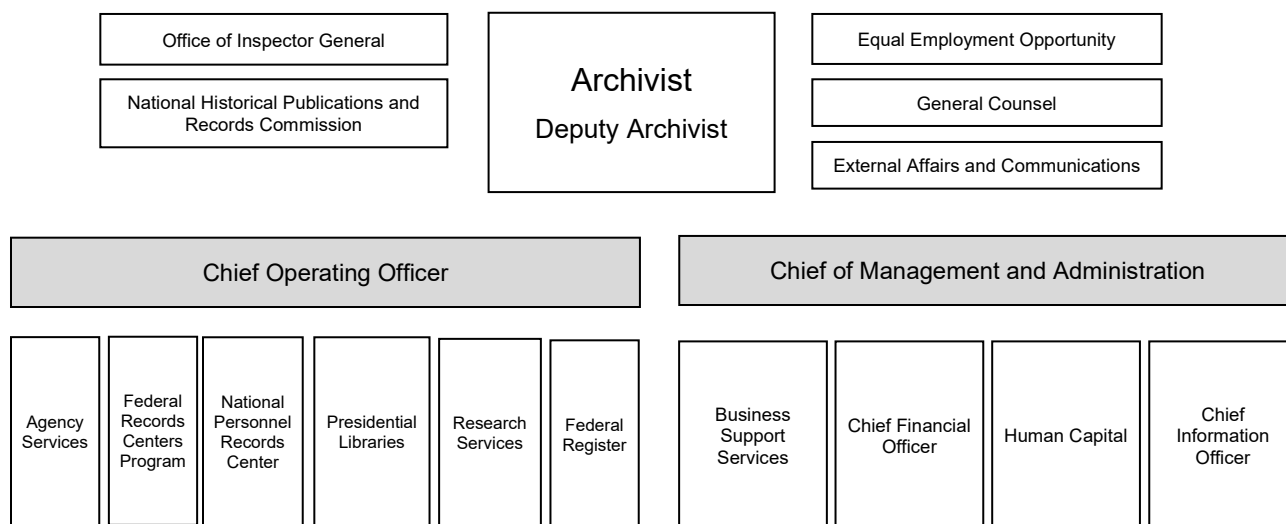
NARA's strategic goals identify the four key areas in which NARA must excel in order to efficiently and effectively deliver its mission in a modern environment.

1. Discover, access, organize, process, and make historical materials available to all Americans to the maximum extent feasible.
2. Ensure high-quality standards of preservation are being applied to NARA's holdings, preserving American history for future generations.
3. Continue IT modernization of NARA's operations and archival electronic records infrastructure.
4. Ensure all work is mission-focused and accountable to taxpayers through ongoing reviews of operational controls and recruiting and retaining a highly skilled workforce.

NARA Organization

NARA’s organizational structure focuses agency resources and management attention on delivering coordinated and effective services to key stakeholders and customers. NARA’s customer-focused organizations allow the agency to better engage its stakeholders, encourage their collaboration and participation, and respond to their needs expediently and efficiently. This structure optimizes operations by reducing managerial layers, grouping functions, and streamlining operations to improve efficiency and enhance NARA’s service to the public.

National Archives and Records Administration



- *Agency Services* leads NARA efforts to meet the records management needs of Federal agencies and represents the public’s interest in the transparency of these records.
- *Federal Records Centers Program* provides low-cost, high quality storage and related services, including: transfer, reference, re-file, and disposal services for temporary and pre-archival Federal Government records through a full cost recovery revolving fund.
- *National Personnel Records Center* is the central repository of personnel-related records for both the military and civil services of the United States Government and provides world class service to government agencies, military veterans and their family members.
- *The Office of Presidential Libraries* provides public access to Presidential records and historical materials for researchers, the White House and Congress, and operates and maintains the Presidential Library facilities.
- *Research Services* provides world-class service to researchers and citizens wanting to access the records of the National Archives and preserves archival holdings for the benefit of future generations.
- *The Office of the Federal Register* fulfills the Archivist’s responsibilities to publish the daily Federal Register, the Code of Federal Regulations, and the Statutes-at-Large, and other statutory requirements.

Summary of Requested Appropriations Action
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Operating Expenses:			
Legislative, Presidential, and Museum Services	\$ 134,250	\$ 127,668	\$ 124,456
Citizen Services	156,230	136,974	131,433
Agency and Related Services	65,764	64,831	62,587
Facility Operations	64,006	61,527	66,366
Electronic Records Initiative	30,000	30,000	20,000
Total Appropriation	\$ 450,250	\$ 421,000	\$ 404,842
Office of Inspector General	5,920	5,920	5,328
Repairs and Restoration	8,000	8,000	9,500
NHPRC Grants Program	10,000	19,344	0
Total Appropriations Request	\$ 474,170	\$ 454,264	\$ 419,670
Total Full-Time Equivalents (FTE)	2,796.0	2,628.0	2,628.0

National Archives and Records Administration
 Summary of the FY 2027 Request

Total Discretionary Obligations by Object Classification
 (Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time, permanent.....	\$ 176,451	\$ 159,559	\$ 159,703
11.3 Other than full-time permanent.....	301	392	326
11.5 Other personnel compensation.....	3,662	3,079	3,572
11.8 Special personal services payments.....	20	26	21
12.1 Civilian personnel benefits.....	66,572	62,804	60,712
13.0 Benefits for former personnel.....	807	387	390
21.0 Travel and transportation of persons.....	174	150	250
22.0 Transportation of things.....	606	3,975	588
23.1 Rental payments to GSA.....	8,270	5,942	6,718
23.2 Rental payments to others.....	864	1,026	1,026
23.3 Communications, utilities, and misc. charges.....	14,096	13,020	13,270
24.0 Printing and reproduction.....	131	155	159
25.1 Advisory and assistance services.....	9,455	11,530	11,163
25.2 Other services from non-Federal sources.....	37,465	37,694	26,676
25.3 Other goods and services from Federal sources	29,428	25,724	25,567
25.4 Operation and maintenance of facilities.....	39,485	39,574	41,825
25.5 Research and development contracts.....	0	0	0
25.7 Operation and maintenance of equipment.....	39,995	47,897	30,059
26.0 Supplies and materials.....	1,393	1,965	3,246
31.0 Equipment.....	26,026	34,372	25,772
32.0 Land and structures.....	16,807	26,432	16,959
41.0 Grants, subsidies, and contributions.....	12,441	40,697	15,000
42.0 Insurance claims and indemnities.....	10	75	75
43.0 Interest and dividends.....	0	0	0
94.0 Financial transfers.....	0	0	0
99.0 Obligations, appropriated.....	\$ 484,459	\$ 516,475	\$ 443,077
<i>Subtotal, PC&B.....</i>	<i>247,812</i>	<i>226,247</i>	<i>224,724</i>
<i>Subtotal, non-labor.....</i>	<i>236,647</i>	<i>290,228</i>	<i>218,353</i>

Note: This schedule includes obligations of available balances from prior-year appropriations.

National Archives and Records Administration

OPERATING EXPENSES

Fiscal Year 2027 Budget Request

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Appropriation Language

For necessary expenses in connection with the administration of the National Archives and Records Administration and archived Federal records and related activities, as provided by law, and for expenses necessary for the review and declassification of documents, the activities of the Public Interest Declassification Board, the operations and maintenance of the electronic records archives, the hire of passenger motor vehicles, and for uniforms or allowances therefore, as authorized by law (5 U.S.C. 5901), including maintenance, repairs, and cleaning, **\$404,842,000**, of which **\$20,000,000** shall remain available until expended for expenses necessary to enhance the Federal Government's ability to electronically preserve, manage, and store Government records.

Program Description

This appropriation provides for the operation of the Federal government's archives and records management activities, the preservation of permanently valuable historical records, and their access and use by the public.

- *Legislative Archives, Presidential Libraries, and Museum Services.*—This activity provides for the Center for Legislative Archives and the White House Liaison Division, which provide records management services to Congress and the White House; the Presidential Libraries of sixteen former Presidential administrations; and nationwide education, outreach, and exhibits programs, including the National Archives Museum in Washington, DC.
- *Citizen Services.*—This activity provides for public access to and engagement with permanently valuable Federal Government records by the researcher community and the general public at public research rooms, online at www.archives.gov, and through innovative tools and technology to support collaboration with the public.
- *Agency and Related Services.*—This activity provides for the services NARA provides to other Federal agencies, including records management, appropriate declassification of classified national security information, oversight of the classification system and controlled, unclassified information, and improvements to the administration of the Freedom of Information Act by the Office of Government Information Services; the electronic records management activities of the Electronic Records Archives system; and publication of the Federal Register and U.S. Statutes-at-Large.
- *Facility Operations.*—This activity provides for the operations and maintenance of NARA facilities.
- *Electronic Records Initiative.*— This activity provides for expenses necessary to enhance the Federal Government's ability to electronically preserve, manage, and store Government records.

National Archives and Records Administration
 Operating Expenses

Explanation of Changes
 (Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2026 Enacted.....	1,448.0	\$ 421,000
FY 2027 Appropriation request.....	<u>1,448.0</u>	<u>404,842</u>
Net Change.....	0.0	-\$ 16,158
Maintaining Current Levels:		
Inflationary increases in NARA Operations Costs	—	<u>\$ 6,704</u>
Subtotal, Maintaining Current Levels.....	0.0	\$ 6,704
Program Decreases:		
Non-recur FY 2026 initiatives in support of electronic records and preservation of Presidential records		-\$ 16,209
Program efficiency savings and non-recur development costs from IT contracts		-10,000
Savings from implementation of organizational realignment		-2,431
Reduced facility and security costs from the closure of several NARA locations	—	<u>-224</u>
Subtotal, Program Decreases	0.0	-\$ 28,864
Program Increases:		
Modernization of declassification process		\$ 3,100
Transition to a new shared services provider		2,351
Transition to OPM's Core Human Capital Management system	—	<u>551</u>
Subtotal, Program Increases	0.0	\$ 6,002
Net Change.....	0.0	-\$ 16,158

The FY 2027 budget requests an appropriation of **\$404,842 thousand and 1,448 FTE** for Operating Expenses. This reflects a net decrease of -\$16,158 thousand from the FY 2026 enacted amount. NARA's request is the result of the following changes:

(1) An increase of **\$6,704 thousand**, for the increase in facility operations costs, and for storing and servicing of archival records, including at NARA's presidential archival depositories. NARA is responsible for the operations and maintenance for the 17 Federal buildings that NARA owns, operates, and maintains, all of which are visited by the public or researchers and require operational funding. This increase also includes costs associated with responding to benefits-related requests from veterans and their families.

(2) Program reductions totaling **-\$28,864 thousand** including:

- -\$16,209 thousand in reductions from non-recurring one-time costs associated with Presidential transition, and reductions realized through strategic review and renegotiation of information technology contracts.
- -\$10,000 thousand in reductions from non-recurring one-time costs associated with the support of electronic records. Savings come from reductions to development funding for the Electronic Records Archive 2.0 and the National Archives Catalog, one-time contract digitization, and reduced spending on digitization equipment.
- -\$2,431 thousand in reductions through implementation of an organizational realignment to improve program efficiency and operational resilience. NARA implemented its reorganization in FY 2025, with full cost savings realized in FY 2027.
- -\$224 thousand from closing several NARA locations. Savings come from closing the temporary Barack Obama Presidential Library at Hoffman Estates, IL, and vacating some of the office space NARA leases in the Government Publishing Office in Washington, DC.

(3) Program increases totaling **\$6,002 thousand** including:

- +\$3,100 thousand to improve public access by modernizing and streamlining NARA's declassification processes, making records more accessible to the public and advancing government transparency.
- +\$2,351 thousand for the transition to a new shared services provider. NARA will transition to a new shared services provider for human resources and travel services.
- +\$551 thousand for estimated costs to transition NARA onto the Office of Personnel Management's (OPM) new, consolidated Core Human Capital Management (Core HCM) system.

National Archives and Records Administration
Operating Expenses

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Unobligated balance, no-year appropriation.....	\$ 462	\$ 462	\$ 462
Unobligated balance, no-year (GPO space).....	\$ 0	\$ 0	\$ 0
Unobligated balance, no-year (ERI).....	\$ 16,514	\$ 18,912	\$ 0
Unobligated balance, no-year (Civil Rights).....	\$ 149	\$ 129	\$ 0
Unobligated balance, no-year (AF and Civilian Records).....	\$ 2,000	\$ 3,921	\$ 0
Transfer to other accounts.....	\$ 0	\$ 0	\$ 0
Recoveries of prior-year obligations.....	\$ 1,411	\$ 500	\$ 500
Transfer in from trust fund accounts ¹	\$ 679	\$ 746	\$ 810
Discretionary authority:			
Annual appropriation.....	\$ 418,250	\$ 391,000	\$ 384,842
No-year appropriation (ERI).....	30,000	30,000	20,000
No-year appropriation (AF and Civilian Records).....	2,000	0	0
Total discretionary authority.....	\$ 450,250	\$ 421,000	\$ 404,842
Reimbursable authority:			
New spending authority collected ²	\$ 2,631	\$ 1,300	\$ 1,300
Change in uncollected payments.....	0	0	0
Subtotal, reimbursable authority.....	\$ 2,631	\$ 1,300	\$ 1,300
Unobligated balance, expiring.....	-\$ 2,888	\$ 0	\$ 0
Unobligated balance, available in future years.....	-\$ 23,424	-\$ 462	-\$ 462
Unobligated balance, reimbursable.....	-\$ 679	\$ 0	\$ 0
Total obligations.....	\$ 447,106	\$ 446,508	\$ 407,452
Obligations, annual appropriation.....	\$ 416,041	\$ 391,746	\$ 385,652
Obligations, no-year (GPO space).....	0	0	0
Obligations, no-year appropriation (ERI).....	29,012	49,412	20,500
Obligations, no-year appropriation (Civil Rights).....	20	129	0
Obligations, no-year appropriation (AF and Civilian Records)	79	3,921	0
Obligations, reimbursable.....	1,953	1,300	1,300
<i>Net outlays</i>	<i>\$ 453,369</i>	<i>\$ 425,223</i>	<i>\$ 410,776</i>

1/ NARA anticipates an additional \$810 thousand in transfers from the National Archives Trust Fund endowments for the operations and maintenance of certain Presidential Libraries. In accordance with 44 USC § 2112(g), the private Foundations for the Libraries of former Presidents George H.W. Bush, William Clinton, and George W. Bush have established (separate) endowments in the National Archives Trust Fund. Annual income from these endowments is transferred to NARA's Operating Expenses appropriation, to partially offset the costs of facility operations and maintenance at each respective Library.

2/ NARA anticipates providing reimbursable services to the National Archives Trust Fund (as authorized by 44 U.S.C. § 2302) in the amount of \$1,300 thousand and 18 FTE in FY 2027. Reimbursable services provide for the costs of reproducing archival documents for sale to the public and other, related projects.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time, permanent.....	\$ 174,650	\$ 157,300	\$ 156,536
11.3 Other than full-time permanent.....	301	392	326
11.5 Other personnel compensation.....	3,534	2,873	3,366
11.8 Special personal services payments.....	20	26	21
12.1 Civilian personnel benefits.....	65,742	61,453	59,361
13.0 Benefits for former personnel.....	807	387	390
21.0 Travel and transportation of persons.....	140	100	200
22.0 Transportation of things.....	593	3,975	588
23.1 Rental payments to GSA.....	8,270	5,942	6,718
23.2 Rental payments to others.....	864	1,026	1,026
23.3 Communications, utilities, and misc. charges.....	14,096	13,020	13,270
24.0 Printing and reproduction.....	131	155	159
25.1 Advisory and assistance services.....	4,107	6,714	6,950
25.2 Other services from non-Federal sources.....	32,157	29,740	25,646
25.3 Other goods & services from Federal sources.....	28,941	24,452	24,295
25.4 Operation and maintenance of facilities.....	37,378	39,549	41,800
25.5 Research and development contracts.....	0	0	0
25.7 Operation and maintenance of equipment.....	23,315	23,198	23,360
26.0 Supplies and materials.....	1,250	1,865	1,936
31.0 Equipment.....	18,465	19,106	19,254
32.0 Land and structures.....	1,271	423	400
42.0 Insurance claims and indemnities.....	10	50	50
43.0 Interest and dividends.....	0	0	0
94.0 Financial transfers.....	0	0	0
99.0 Obligations, annual appropriation.....	\$ 416,041	\$ 391,746	\$ 385,652
<i>Subtotal, PC&B.....</i>	<i>245,053</i>	<i>222,431</i>	<i>220,000</i>
<i>Subtotal, non-labor.....</i>	<i>170,989</i>	<i>169,315</i>	<i>165,652</i>
99.0 Obligations, no-year (GPO space).....	0	0	0
99.0 Obligations, no-year appropriation (ERI).....	29,012	49,412	20,500
99.0 Obligations, no-year appropriation (Civil Rights).....	20	129	0
99.0 Obligations, no-year appropriation (AF & Civilian)...	79	3,921	0
99.0 Obligations, reimbursable.....	1,953	1,300	1,300
99.0 Total obligations.....	\$ 447,105	\$ 446,508	\$ 407,452
Full-Time Equivalents (FTE) Direct.....	1,525.0	1,448.0	1,448.0
Full-Time Equivalents (FTE) Reimbursable.....	18.0	18.0	18.0

NARA Budget Activities

NARA's mission is to preserve the records of the United States and make them available to the American people. The Operating Expenses appropriation provides for salaries and expenses associated with preservation, processing, and public access to permanent records and related functions.

NARA's request for Operating Expenses is presented in five budget activities, which consolidate related functions to report the total resources NARA dedicates to each of its key customer segments and stakeholder groups.

- *Legislative Archives, Presidential Libraries, and Museum Services.* — This activity includes:
 - The Office of Presidential Libraries, which provides public access to Presidential records and historical materials for researchers, the White House and Congress, and operates and maintains the Presidential Library facilities.
 - The Center for Legislative Archives and Museum Operations organizations focus on Congressional records, exhibits and educational programs, and visitor services across Legislative Archives and the National Archives Museum.
- *Citizen Services.* — This activity includes:
 - The Research Services organization, which provides public access to original, archived government records for researchers and citizens and preserves archival records for the benefit of future generations.
- *Agency and Related Services.*—This activity includes:
 - The Agency Services organization, which supports all Federal agencies' records management needs and represents the public's interest in the transparency of those records.
 - The Office of the Federal Register, which fulfills a variety of statutory responsibilities, including publication of the daily Federal Register, the Code of Federal Regulations, and the U.S. Statutes-at-Large.
- *Facility Operations.*—This activity provides for the operations and maintenance of NARA facilities, which are managed by the Business Support Services organization.
- *Electronic Records Initiative.*— This activity provides for NARA activities expenses necessary to enhance the Federal Government's ability to electronically preserve, manage, and store Government records.

Costs of agency-wide management and administrative functions are allocated across NARA's budget activities.

National Archives and Records Administration
Operating Expenses

Obligations by Program Activity
(Dollars in Thousands)

	FY 2025		FY 2026		FY 2027	
	Actual		Enacted		Request	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
1. Legislative, Presidential, and Museum Services:¹						
Presidential Libraries	388.0	\$115,260	357.0	\$110,267	357.0	\$107,738
Center for Legislative Archives and Museum Operations	<u>57.0</u>	<u>16,781</u>	<u>62.0</u>	<u>18,147</u>	<u>62.0</u>	<u>17,528</u>
Subtotal, LPM Services.....	445.0	\$132,041	419.0	\$128,414	419.0	\$125,266
2. Citizen Services:						
Office of Innovation	41.0	\$11,524	0.0	\$0	0.0	\$0
Research Services	750.0	142,706	747.0	136,974	747.0	131,433
Armed Forces and Civilian Records (no-year)	<u>0.0</u>	<u>79</u>	<u>0.0</u>	<u>4,050</u>	<u>0.0</u>	<u>0</u>
Subtotal, Citizen Services.....	791.0	\$154,309	747.0	\$141,024	747.0	\$131,433
3. Agency and Related Services:						
Agency Services	225.0	\$50,395	219.0	\$50,195	219.0	\$48,426
Federal Register	<u>64.0</u>	<u>15,369</u>	<u>63.0</u>	<u>14,636</u>	<u>63.0</u>	<u>14,161</u>
Subtotal, Agency and Related.....	289.0	\$65,764	282.0	\$64,831	282.0	\$62,587
4. Facility Operations:						
NARA Facility Operations	0.0	\$64,006	0.0	\$61,527	0.0	\$66,366
GPO space improvements (no-year)	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>
Subtotal, Facility Operations.....	0.0	\$64,006	0.0	\$61,527	0.0	\$66,366
5. Electronic Records Initiative (no-year)	0.0	\$29,012	0.0	\$49,412	0.0	\$20,500
Total, Annual Appropriation.....	1,525.0	\$416,041	1,448.0	\$391,746	1,448.0	\$385,652
Total, No-year Appropriation.....	0.0	\$29,091	0.0	\$53,462	0.0	\$20,500

1/ Program Activity totals for the FY 2027 budget request are reflective of NARA's organizational realignment.

Legislative Archives, Presidential Libraries, and Museum Services
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Presidential Libraries	\$ 115,260	\$ 110,267	\$ 107,738
Center for Legislative Archives and Museum Operations	\$ 16,781	\$ 18,147	\$ 17,528

NARA's FY 2027 request for *Legislative Archives, Presidential Libraries, and Museum Services* includes:

- \$83,052 thousand for the Office of Presidential Libraries, including \$41,758 thousand for the operations and maintenance of facilities; and
- \$10,980 thousand for the Center for Legislative Archives and Museum Operations organizations, for: nationwide education, outreach, and exhibits programs; records management services for Congress; and the White House Liaison Division, which provides records management guidance and courtesy storage for the incumbent administration and oversees special access and declassification at the Presidential Libraries.

An additional \$31,234 thousand is the allocated cost of management and administration, including information technology, human resources, procurement, and financial management.

Presidential Libraries Strategic Direction

The *Office of Presidential Libraries* preserves and provides access to historical materials for the White House and Congress, and researchers who make use of Presidential records. The Office of Presidential Libraries uses the larger holdings of the National Archives to promote understanding of the American experience for museum visitors, educators, and students across the nation.

Presidential Libraries FY 2027 Budget Request

The FY 2027 budget request provides \$107,738 thousand for Presidential Libraries, a net decrease of -\$2,529 thousand from the FY 2026 enacted level, including:

- *-\$1,219 thousand net decrease as a result of the implementation of an organizational realignment to improve program efficiency and operational resilience; and*
- *-\$1,310 thousand net change in allocated costs of management and administration, including information technology.*

Center for Legislative Archives and Museum Operations Strategic Direction

The *Center for Legislative Archives and Museum Operations* organizations maintain the exclusive repository for the official records of Congress; preserves an ever-growing and complex array of electronic records, media, and textual records; and provides trusted, timely reference to members of Congress, the Judiciary, academia, and the public.

Center for Legislative Archives and Museum Operations FY 2027 Budget Request

The FY 2027 budget request provides \$17,528 thousand for Public Museum Engagement and Legislative Archives, a net decrease of -\$619 thousand from the FY 2026 enacted level, including:

- -\$199 thousand net decrease as a result of the implementation of an organizational realignment to improve program efficiency and operational resilience; and
- -\$420 thousand net change in allocated costs of management and administration, including information technology.

Citizen Services

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Research Services	\$ 142,706	\$ 136,974	\$ 131,433

NARA's FY 2027 request for *Citizen Services* includes:

- \$82,336 thousand for the Research Services organization, for the preservation of permanently valuable Federal government records and for continued access to those records by the researcher community and the general public.

An additional \$49,097 thousand is the allocated cost of management and administration, including information technology, human resources, procurement, and financial management.

Research Services Strategic Direction

The *Research Services* organization provides public access to archival records for researchers and the public at fifteen locations across the country and through the online National Archives Catalog, at catalog.archives.gov. Research Services processes, describes, and preserves historical records, so that the public can research and discover the information housed in NARA's vast holdings. Research Services responds to public requests for records: in person at public research rooms; remotely by phone, fax, mail, and email; and through Freedom of Information Act (FOIA) requests. Research Services is responsible for appropriately managing and safeguarding NARA's archival records, including actions necessary to preserve records stored on fragile and obsolete media.

Research Services FY 2027 Budget Request

The FY 2027 budget request provides \$131,433 thousand for Research Services, a net decrease of -\$5,541 thousand from the FY 2026 enacted level, including:

- *-\$2,537 thousand net decrease as a result of the implementation of an organizational realignment to improve program efficiency and operational resilience; and*
- *-\$3,004 thousand net change in allocated costs of management and administration, including information technology.*

Agency and Related Services

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Agency Services	\$ 50,395	\$ 50,195	\$ 48,426
Federal Register	15,369	14,636	14,161
Total	\$ 65,764	\$ 64,831	\$ 62,587

NARA's FY 2027 request for *Agency and Related Services* includes:

- \$30,337 thousand for the Agency Services organization, including \$3,205 thousand for the Information Security Oversight Office, \$9,091 thousand for the National Declassification Center, and \$2,125 thousand for the Office of Government Information Services; and
- \$8,871 thousand for the Office of the Federal Register.

An additional \$23,380 thousand is the allocated cost of management and administration, including information technology, human resources, procurement, and financial management.

Agency Services Strategic Direction

The *Agency Services* organization leads NARA efforts to meet the records management needs of Federal agencies and represents the public's interest in the accountability and transparency of government records. Agency Services is the authoritative source for records management policy and guidance, records appraisal, and records management services to assist other agencies in appropriately managing their records. Agency Services provides leadership and guidance in safeguarding classified national security information and Controlled Unclassified Information (CUI), and in the appropriate declassification and public release of this information. Agency Services promotes transparency by resolving disputes between Federal agencies and requestors and identifying methods to improve FOIA processes and compliance.

Agency Services FY 2027 Budget Request

The FY 2027 budget request provides \$48,426 thousand for Agency Services, a net decrease of -\$1,769 thousand from the FY 2026 enacted level, including:

- *-\$709 thousand net decrease as a result of the implementation of an organizational realignment to improve program efficiency and operational resilience; and*
- *-\$1,060 thousand net change in allocated costs of management and administration, including information technology.*

The FY 2027 budget request continues efforts to modernize NARA's information technology infrastructure with a defensible framework for network and cloud connectivity. IT modernization and cybersecurity are necessary for recordkeeping requirements that contribute to continuous monitoring and migration of NARA's Executive Office of the President Cloud. Funds requested provide for the security of both on-premise and cloud infrastructures, allow for the transformation of legacy systems, utilize AI and machine learning to analyze real-time threat detection and response, and improve operational agility for Electronic Records Archives (ERA) 2.0 which provides records managers across the Federal government with a modern platform to manage records schedules and make transfer requests.

Federal Register Strategic Direction

The *Office of the Federal Register* supports transparency and accountability in Government by providing the public with the opportunity to review and comment on proposed rules and regulations of all Federal agencies, as well as publishing final rules, notices of Federal agencies and organizations, Executive Orders and other Presidential documents, and the public laws of the United States. The Office of the Federal Register also performs ministerial duties associated with the functions of the Electoral College and ratification of Constitutional Amendments. The Office of the Federal Register is committed to leveraging innovative information technology to modernize the Federal Register system, which will make government more transparent, promote civic literacy and public engagement, and improve government efficiency and effectiveness, consistent with the Executive Order *Increasing Efficiency at the Office of the Federal Register*.

Federal Register FY 2027 Budget Request

The FY 2027 budget request provides \$14,161 thousand for the Office of the Federal Register, a net decrease of -\$475 thousand from the FY 2026 enacted level, including:

- *-\$207 thousand net decrease as a result of the implementation of an organizational realignment to improve program efficiency and operational resilience; and*
- *-\$268 thousand net change in allocated costs of management and administration, including information technology.*

Facility Operations
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Facility Operations	\$ 64,006	\$ 61,528	\$ 66,366

NARA's FY 2027 request for *Facility Operations* includes:

- \$66,366 thousand for rent, utilities, and other costs of operations and maintenance at three NARA-owned Federal buildings and 26 leased facilities.

This budget activity does not include the costs of operating and maintaining Presidential Library facilities, which are reported in the Presidential Libraries, Public Museum Engagement and Legislative Archives activity.

Business Support Services Strategic Direction

Facility Operations provides the physical infrastructure necessary to preserve NARA's holdings for future generations. Archived documents and artifacts must be maintained in a controlled environment with carefully regulated temperature, humidity, and air quality. Facility Operations provides safe and sustainable facilities to store and protect permanently valuable NARA holdings and provides workspace for NARA employees. NARA facilities are managed by the Business Support Services organization.

The *Business Support Services* organization supports the NARA mission by providing efficient and effective physical security, and facility and property management services.

Facility Operations FY 2026 Budget Request

The FY 2027 budget request provides \$66,366 thousand for Facility Operations, a net increase of +\$4,839 thousand from the FY 2026 enacted level, including the following:

- +\$5,063 thousand for increases to rent and other costs of operations and maintenance.
- -\$224 thousand for decreases related to the closing of various NARA facilities.

Electronic Records Initiative

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Electronic Records Initiative	\$ 29,012	\$ 30,000	\$ 20,000

NARA's FY 2027 request for *Electronic Records Initiative* includes:

- \$20,000 thousand to support implementation of a transparent and fully digital government. Funds provided for Electronic Records Initiative in FY 2027 will provide for improvements to IT infrastructure, network modernization, cloud storage, and digitization equipment and maintenance.

Electronic Records Initiative Strategic Direction

Electronic Records Initiative supports the acceleration of the processing, mass digitization and release of large volumes of high-value digital government information and at-risk special media (audio, video, and motion picture records). This initiative provides for expenses for storing and preserving electronic records, tools to improve access review, the equipment necessary to prepare and digitize large volumes of analog records, assign metadata to digitized records, and network modernization to ensure the safe transfer of digital images to Cloud storage and online public access.

The FY 2027 request supports NARA's efforts to move business processes and recordkeeping to a fully electronic environment. In FY 2025, the Digitization Center provided online public access to over 80,000 pages of previously classified records in response to Executive Order 14176, on the declassification of previously classified records within the President John F. Kennedy Assassination Records Collection. Following the completion of ongoing construction and modernization of labs for digitizing motion picture and audio-video archival records, in FY 2026 a design study will commence to improve functionality within the adjacent spaces to the Digitization Center that house workstations, a training room, offices, and space for media preparation, review and processing.

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National Archives and Records Administration

OFFICE OF INSPECTOR GENERAL

Fiscal Year 2027 Budget Request

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Appropriation Language

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Reform Act of 2008, Public Law 110–409, 122 Stat. 4302–16 (2008), and the Inspector General Act of 1978 (5 U.S.C. App.), and for the hire of passenger motor vehicles, **\$5,328,000.**

Program Description

The Office of Inspector General (OIG) provides independent audits, investigations, and other services; and serves as an independent, internal advocate to promote economy, efficiency, and effectiveness at NARA. The Inspector General Act of 1978, as amended, established the OIG's independent role and general responsibilities. The OIG investigates misconduct, evaluates NARA's performance, makes recommendations for improvements, and follows up to ensure economical, efficient, and effective operations and compliance with laws, policies, and regulations.

Explanation of Changes
(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2026 Enacted.....	20.0	\$ 5,920
FY 2027 Appropriation request.....	<u>20.0</u>	<u>5,328</u>
Net Change.....	0.0	-\$ 592
Maintaining Current Levels:		
FY 2026 and FY 2027 salary-related Increases	—	<u>908.0</u>
Subtotal, Maintaining Current Levels.....	0.0	908.0
Program Decreases:		
Reduce Advisory and assistance services	—	<u>-1,500.0</u>
Subtotal, Program Decreases.....	0.0	-1,500.0
Net Change	0.0	-592.0

Summary of the Request

The FY 2027 budget requests \$5,328 thousand and 20 FTE for the Office of Inspector General (OIG), which is -\$592 thousand less than the FY 2026 enacted amount. The OIG request includes an increase of \$908 thousand to provide for the FY 2026 and FY 2027 salary-related increases and a reduction -\$1,500 thousand in advisory and assistance services. This request level targets personnel resources necessary to sustain an FTE level of 20, while strengthening OIG oversight and program evaluation to deter waste, fraud and abuse.

Funding for this appropriation provides for the salary and benefits of OIG staff and for necessary travel, training, contractual services, equipment, and supplies to support the OIG mission. The OIG request includes \$40 thousand for training in FY 2027, to support the continuing professional development of OIG staff. The Government Accountability Office (GAO) states that all auditors should receive at least 80 hours of training every two years. Auditors require training in areas such as: contract and grant auditing; performance management; fraud auditing, information technology (IT) security, project management, and network and applications management. Special agents are required to receive periodic refresher training in trial process; Federal criminal and civil legal updates; interviewing techniques and policy; law of arrest, search, and seizure; firearms use; physical conditioning; and defensive tactics. Management, legal, and administrative staff also require periodic training to remain proficient and effective at their jobs.

NARA's OIG supports the Interagency Council of Inspectors General on Integrity and Efficiency (CIGIE). NARA expects to contribute approximately \$21,200 in FY 2027.

Strategic Direction

The OIG is charged to promote economy, efficiency, and effectiveness agency-wide, while preventing and detecting fraud, waste, abuse, and mismanagement. The OIG accomplishes this charge through high-quality, objective audits, investigations, and other products. The OIG evaluates NARA's performance, makes recommendations for improvement, and follows up to ensure economical, efficient, and effective operations and compliance with current laws, policies, and regulations. The OIG works to ensure NARA safeguards and preserves Federal government records while providing the American people with access to the essential documentation of their rights and the actions of their government.

OIG activities cover all aspects of NARA operations at 38 facilities nationwide holding billions of historic records, hundreds of thousands of artifacts, and hundreds of terabytes of electronic records. This ever-growing repository includes classified and highly sensitive records, military and civilian personnel records, Presidential records, and Presidential gifts. The OIG must audit increasingly complicated information technology systems, financial actions, and all of the programs and operations of the agency. OIG investigations encompass an incredible range of criminal activity including theft of our Nation's historical holdings, procurement fraud, espionage and unauthorized release of classified information, loss of personally identifiable information (PII), compromise of NARA IT systems, ethics violations, and other inappropriate conduct. To accomplish this important oversight work, the OIG will recruit and train in-house investigations staff with skills in active threat and forensic investigations.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Unobligated balance, 2-year appropriation.....	\$ 0	\$ 0	\$ 0
Discretionary authority:			
Annual appropriation.....	\$ 5,920	\$ 5,023	\$ 5,328
2-Year Appropriation.....	\$ 0	\$ 897	\$ 0
Total discretionary authority.....	\$ 5,920	\$ 5,920	\$ 5,328
Reimbursable authority:			
New spending authority collected.....	\$ 0	\$ 0	\$ 0
Unobligated balance, expiring.....	\$ 0	\$ 0	\$ 0
Unobligated balance, available in future years.....	-\$ 1,813	\$ 0	\$ 0
Total obligations.....	-\$ 1,813	\$ 5,920	\$ 5,328
<i>Net outlays</i>	\$ 4,776	\$ 5,786	\$ 6,096

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
11.1 Full-time, permanent.....	\$ 1,802	\$ 2,259	\$ 3,167
11.5 Other personnel compensation.....	128	206	206
12.1 Civilian personnel benefits.....	831	1,351	1,351
21.0 Travel and transportation of persons.....	33	50	50
25.1 Advisory and assistance services.....	625	1,661	161
25.2 Other services from non-Federal sources.....	55	30	30
25.3 Other goods & services from Fed. sources.....	487	150	150
25.4 Operation and maintenance of facilities.....	0	25	25
25.5 Research and development contracts.....	0	0	0
25.7 Operation and maintenance of equipment.....	0	13	13
26.0 Supplies and materials.....	133	100	100
31.0 Equipment.....	13	50	50
42.0 Insurance claims and indemnities.....	0	25	25
99.0 Total obligations.....	\$ 4,107	\$ 5,920	\$ 5,328
<i>Subtotal, PC&B.....</i>	<i>2,760</i>	<i>3,816</i>	<i>4,724</i>
<i>Subtotal, non-labor.....</i>	<i>1,347</i>	<i>2,104</i>	<i>604</i>
Full-Time Equivalents (FTE).....	12.0	20.0	20.0

National Archives and Records Administration

REPAIRS AND RESTORATION

Fiscal Year 2027 Budget Request and

Capital Improvements Plan

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Appropriation Language

For the repair, alteration, and improvement of archives facilities, and to provide adequate storage for holdings, **\$9,500,000**, to remain available until expended.

Program Description

This appropriation provides for the repair, alteration, and improvement of National Archives facilities and Presidential Libraries nationwide. Funding provided allows NARA to maintain a safe environment for public visitors and researchers, NARA employees, and the permanently valuable Federal Government records stored in NARA buildings.

Explanation of Changes
(Dollars in Thousands)

	<u>Budget Authority</u>
FY 2026 Enacted.....	\$ 8,000
FY 2027 Appropriation request	<u>9,500</u>
Net Change.....	\$ 1,500

Summary of the Request

The FY 2027 budget requests \$9,500 thousand for Repairs and Restoration of NARA-owned Federal buildings, which is a net increase of \$1,500 thousand from the FY 2026 enacted level.

The FY 2027 budget request provides for repairs and alterations to the 17 Federal buildings that NARA owns, operates, and maintains: the National Archives buildings in Washington, DC, College Park, MD, and Atlanta, GA, and 14 Presidential Libraries and Museums across the United States.

Repairs and Restoration funding provides for building repair projects that are necessary to maintain building systems to meet archival storage requirements, keep interiors and exteriors in a proper state of repair, and provide facilities that are safe and efficient environments for employees, researchers, and visitors. Projects are prioritized for funding based on annual assessments and risk management performed by NARA facility managers, which focus on protection of archival documents and artifacts, health and safety of building occupants, and cost effectiveness.

The National Archives in Washington, DC received an official designation as a National Historic landmark on December 13, 2023. NARA has two buildings listed on the National Register of Historic Places: the National Archives in Washington, DC, first occupied in 1935, and the Franklin D. Roosevelt Library in Hyde Park, NY, which was dedicated in 1941. All NARA buildings store and protect historically valuable and irreplaceable documents. Almost 3 million Americans visit NARA facilities each year to conduct research, attend conferences, view exhibits, and participate in educational programs.

National Archives and Records Administration
Repairs and Restoration

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Unobligated balance carried forward.....	\$ 9,871	\$ 2,194	\$ 400
Unobligated balance, no-year (250th Anniversary).....	\$ 4,690	\$ 25	\$ 0
Unobligated balance, no-year (Truman Institute).....	\$ 10,000	\$ 0	\$ 0
Unobligated balance, no-year (Grant Library).....	\$ 24,250	\$ 24,250	\$ 11,000
Unobligated balance, no-year (Carter Library).....	\$ 5,929	\$ 5,929	\$ 1,000
Unobligated balance, no-year (Eisenhower Library).....	\$ 17,180	\$ 15,002	\$ 5,200
Recoveries of prior-year obligations.....	\$ 238	\$ 100	\$ 100
New discretionary authority:			
No-year appropriation (R&R).....	\$ 8,000	\$ 8,000	\$ 9,500
No-year appropriation (Eisenhower Library).....	\$ 0	0	0
New Discretionary authority.....	\$ 8,000	\$ 8,000	\$ 9,500
Reimbursable authority:			
New spending authority collected.....	\$ 0	\$ 2,000	\$ 0
Change in uncollected payments.....	0	0	0
Subtotal, reimbursable authority.....	\$ 0	\$ 2,000	\$ 0
Unobligated balance, available in future years.....	-\$ 47,400	-\$ 17,600	-\$ 500
Obligations, no-year (R&R).....	\$ 15,716	\$ 9,894	\$ 9,500
Obligations, no-year appropriation (250th Anniversary).....	\$ 4,864	\$ 25	\$ 0
Obligations, no-year appropriation (Truman Library).....	\$ 10,000	\$ 0	\$ 0
Obligations, no-year appropriation (Grant Library).....	\$ 0	\$ 13,250	\$ 11,000
Obligations, no-year appropriation (Carter Library).....	\$ 0	\$ 4,929	\$ 1,000
Obligations, no-year appropriation (Eisenhower Library)...	\$ 2,178	\$ 9,802	\$ 5,200
Obligations, reimbursable.....	\$ 0	\$ 2,000	\$ 0
Total obligations.....	\$ 32,758	\$ 39,900	\$ 26,700
<i>Net outlays</i>	\$ 23,776	\$ 61,720	\$ 29,855

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
22.0 Transportation of things.....	13	0	0
25.1 Advisory and assistance services.....	2,339	0	0
25.2 Other services from non-Federal sources.....	3,726	0	0
25.3 Other goods & services from Federal sources.....	0	2,000	0
25.4 Operation and maintenance of facilities.....	2,096	0	0
26.0 Supplies and materials.....	0	0	0
31.0 Equipment.....	4	0	0
32.0 Land and structures.....	14,581	24,650	15,700
41.0 Grants, subsidies, and contributions.....	10,000	13,250	11,000
99.0 Total obligations.....	\$ 32,758	\$ 39,900	\$ 26,700

FY 2027 Capital Improvements Plan

The NARA Capital Improvement Plan (CIP) is a ten-year plan for capital projects to purchase, construct, or repair Federal buildings in NARA's custody and control. Including a project on the NARA CIP is not a commitment to funding and accomplishing the project. NARA's Capital Plan is reviewed and updated on an annual basis through a structured process. The updated Plan reflects the most recent Building Condition Report (BCR) for each NARA-owned facility, as well as input from facility managers.

Building Projects

National Archives at College Park, MD. – This facility is over 30 years old and many of its building systems are beyond their life expectancy, deteriorating, and need to be replaced. The roof is also approaching the end of its anticipated life, and several areas require replacement. Repairs for the adjacent parking structure began in FY 2025 and are scheduled to be completed in FY 2026. Future plans include the replacement of the mechanical plant, the fuel sanitary tank replacement, and cooling tower system repair. A multi-phase elevator refresh and fire alarm system replacement are also necessary.

National Archives in Washington, DC. – This National Register historic property recently received Landmark status. In FY 2022, NARA completed a study to stabilize the HVAC systems serving the Rotunda for the Charters of Freedom – which houses the Declaration of Independence, U.S. Constitution, and the Bill of Rights. Exterior repairs were completed in FY 2025 and included a multi-phase cleaning and restoration involving masonry cleaning and sealant replacement. Both the fire alarm and closed-circuit television system are past their useful life and need to be replaced. Upgrades to public elevators are also in progress, with upgrades to staff and stack elevators to follow in future years.

National Archives at Atlanta (Morrow, GA) – Completed in 2005, this facility recently underwent an extensive re-commissioning of its environmental conditioning systems to ensure archival stability. Recent efforts have successfully corrected building envelope issues, specifically addressing water infiltration and exterior ADA access concerns. Future work will include the replacement of three 250-ton chillers and a comprehensive roof replacement.

Herbert Hoover Presidential Library and Museum in West Branch, IA. – The Hoover Library and Museum began planning for museum exhibit renovations in FY 2023. The last major renovation occurred in 1992. As renovations continue, additional building deficiencies are being considered. This includes the replacement of security, HVAC, and electrical systems. A design and construction project for the emergency electrical upgrades and Americans with Disabilities Act (ADA) upgrades to the facility was executed in FY 2025.

Richard Nixon Library in Yorba Linda, CA. – NARA accepted the Nixon Library from the Richard Nixon Foundation in 2007. At the time of transfer, the building was approximately 17 years old. The current electrical system no longer meets code compliance. Replacement of the electrical distribution system is planned for FY 2027.

Ronald Reagan Presidential Library and Museum in Simi Valley, CA. – The Reagan Library, originally constructed in 1991, underwent a significant expansion in FY 2003 with the addition of the Presidential Learning Center. Many core facility systems reached their 25-year service life in FY 2014 and require major renovation. A large roof replacement and security upgrade were

completed between FY 2015 and FY 2016, with additional repairs completed in FY 2021. NARA completed a comprehensive repaving project in FY 2020 to ensure ADA compliance throughout the campus. Recent minor repairs to the roofing and electrical systems were completed in FY 2025.

Jimmy Carter Presidential Library and Museum in Atlanta, GA. – The Carter Library has undergone several repair projects. In FY 2019, NARA repaired the main entrance to address ADA compliance deficiencies. In FY 2020, NARA completed the replacement of the boiler system. Renovation of public and staff restrooms were completed in FY 2023. A design study was completed in FY 2023 for improvements to the auditorium.

Lyndon Baines Johnson Presidential Library and Museum in Austin, TX. – The Johnson Library has not undergone a major renovation since its dedication in May 1971. In recent years, NARA has focused on the building envelope and life safety systems, completing a two-year roof replacement in FY 2020 and initiating HVAC and fire sprinkler upgrades in FY 2022. In FY 2025, structural repairs began on a cracked beam and column to ensure the building's integrity. Future initiatives include the modernization of building control systems, stone joint sealant replacement, ADA restroom upgrades, and design for a Fire Alarm Control Panel replacement.

Dwight D. Eisenhower Presidential Library and Museum in Abilene, KS. — Completed in 1958, this complex is in the midst of a multi-year effort to achieve compliance with current Architectural Design Standards for Presidential Libraries (ADSPL). In FY 2021, the replacement of the Building Automation System (BAS) was completed. In FY 2023, repairs to the Eisenhower Boyhood Home, located within the Presidential Library and Museum campus, were completed. These projects aim to preserve the historical integrity of the campus while modernizing its internal operations. Based on the FY 2025 Building Condition Report (BCR), the facility is prioritizing the replacement of the roof and aged mechanical equipment.

George Bush Presidential Library and Museum in College Station, TX. – Completed in 1997, the facility is currently in relatively good condition, but is seeing an increase in maintenance needs as it reaches 30 years of operation. Projects completed in FY 2021 and FY 2022 addressed security barriers and exterior stone joints. In FY 2025, NARA completed a full replacement of all three roof sections following severe weather damage. A new Building Condition Report (BCR) is scheduled for FY 2027 to assess the current status of mechanical equipment and provide a baseline for future renovation funding.

John F. Kennedy Presidential Library and Museum in Boston, MA. – The Kennedy Library sits on the waterfront of Boston Harbor. Recent repairs have focused on addressing deterioration of the seawall and walkway surrounding the facility. Significant roofing repairs were initiated in FY 2022 and repairs to the seawall began in FY 2023. In FY 2024, work was completed on window, handrail, and fire protection system. Design work is planned for the Harbor Walk to ensure ADA accessibility in FY 2027.

Harry S. Truman Presidential Library and Museum in Independence, MO. – As one of the oldest facilities in the system (completed in 1957), the Truman Library requires a full HVAC modernization to meet modern ADSPL environmental standards. Following a successful museum air handler replacement and auditorium renovation in FY 2021, NARA replaced additional units in FY 2024. The next phase of modernization involves ADA design improvements beginning in FY 2025 and an asbestos abatement program scheduled for FY 2026, which is necessary to clear the way for further structural renovations.

Gerald R. Ford Presidential Library in Ann Arbor, MI. – Since its completion in 1981, the Ford Library has focused on urgent repairs identified in its FY 2018 BCR, including fire safety systems and parking lot restoration. At the Museum site, a major project was completed in FY 2025 to replace a deteriorated pool and fountain with a sustainable public green space. Future improvements across both the Library and Museum locations will focus on ADA-compliant restroom upgrades, enhanced security operations, and the modernization of critical archival holding areas.

William J. Clinton Presidential Library and Museum in Little Rock, AR. –The Clinton Library reached twenty years of age in FY 2023, and it is transitioning from its initial operating phase into a period of required system renovations. NARA completed a boiler replacement and exterior limestone repairs between FY 2022 and FY 2023. A comprehensive Building Condition Report (BCR) was finalized in FY 2022, which now serves as the primary roadmap for infrastructure projects. The study prioritizes humidity level corrections that are scheduled to begin in FY 2027. These efforts aim to maintain the facility's high performance as it approaches a major planned expansion and modernization cycle.

George W. Bush Presidential Library in Dallas, TX. – Completed in 2007, this is one of the newer facilities in the NARA system and remains in relatively good condition. Maintenance efforts have focused on security and specialized systems. New security barriers were installed in FY 2021, and a design for critical repairs to the cold storage system were finalized in FY 2025. Repairs to the cold storage system are scheduled to begin in FY 2027 to ensure the continued preservation of the library's physical and digital holdings.

Franklin D. Roosevelt Presidential Library and Museum in Hyde Park, NY. – The Roosevelt Library is currently in relatively good condition. Recent efforts have focused on technological modernization rather than structural repair. In FY 2025, NARA successfully updated the Building Automation Controls (BAS) and completed chiller system upgrades. Future plans prioritize sidewalk replacements and roof replacements.

National Archives and Records Administration
NATIONAL HISTORICAL PUBLICATIONS
AND RECORDS COMMISSION GRANTS PROGRAM

Fiscal Year 2027 Budget Request

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Appropriations Language

[For necessary expenses for allocations and grants for historical publications and records as authorized by 44 U.S.C. 2504, \$0.]

Analysis of Language Provisions and Changes

The FY 2027 Budget eliminates the funding for the National Historical Publications and Records Commission (NHPRC) grants program.

Program Description

The National Historical Publications and Records Commission (NHPRC) grants program provides for grants to preserve and publish non-Federal records that document American history.

National Archives and Records Administration
National Historical Publications and Records Commission Grants Program

Explanation of Changes

(Dollars in Thousands)

	Budget Authority
FY 2026 Enacted.....	\$ 19,344
FY 2027 Appropriation request.....	<u>0</u>
Net Change.....	-\$ 19,344

Summary of the Request

NARA eliminates funding in the FY 2027 budget for the National Historical Publications and Records Commission (NHPRC), a net decrease of -\$19,344 thousand from the FY 2026 enacted level. Appropriations to the NHPRC Grants Program provide for grants only; an additional \$1,645 thousand in the NARA Operating Expenses appropriation provides for the salaries and expenses of administering the NHPRC grants program. This funding and the associated FTE will be needed in FY 2027 to administer grants awarded in previous years.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
Unobligated balance carried forward (No-year).....	\$ 5,440	\$ 13,603	\$ 8,000
Unobligated balance carried forward (Multi-year).....	\$ 0	\$ 0	\$ 0
Unobligated balance carried forward (Congressional Papers).....	\$ 2,000	\$ 2,000	\$ 0
Recoveries of prior-year obligations.....	\$ 603	\$ 500	\$ 500
New discretionary authority:			
No-year appropriation.....	\$ 10,000	\$ 0	\$ 0
Multi-Year appropriation (2-year).....	\$ 0	\$ 14,344	\$ 0
Multi-Year appropriation (4-year).....	\$ 0	\$ 5,000	\$ 0
New Discretionary authority.....	\$ 10,000	\$ 19,344	\$ 0
Unobligated balance, available in future years.....	-\$ 15,603	-\$ 8,000	-\$ 4,000
Obligations, no-year appropriation (Grants Program).....	\$ 2,441	\$ 6,103	\$ 4,500
Obligations, no-year appropriation (Congressional Papers).....	\$ 0	\$ 2,000	\$ 0
Obligations, multi-year appropriation (Grants Program).....	\$ 0	\$ 5,000	\$ 0
Obligations, multi-year appropriation (Earmarks).....	\$ 0	\$ 14,344	\$ 0
Total obligations.....	\$ 2,441	\$ 27,447	\$ 4,500
Net outlays	\$ 21,336	\$ 54,904	\$ 20,437

National Archives and Records Administration
National Historical Publications and Records Commission Grants Program

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Enacted	FY 2027 Request
41.0 Grants, subsidies, and contributions.....	\$ 2,441	\$ 27,447	\$ 4,500
99.0 Total obligations.....	\$ 2,441	\$ 27,447	\$ 4,500

National Archives and Records Administration

SPECIAL FUNDS

Fiscal Year 2027 Budget Request

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Records Centers Revolving Fund

Authorizing Language

Authorization of the Records Center Revolving Fund is codified as 44 U.S.C. § 2901 *note*. This provision authorizes the National Archives and Records Administration (NARA) to operate a full cost recovery revolving fund to provide for the expenses of storage and related services for temporary and pre-archival Federal government records at NARA Records Centers. Operations of NARA Records Centers are financed by user charges collected from other Federal agencies for storage and related services. Once collected, funds are available for obligation without fiscal year limitation.

Program Description

This full cost recovery revolving fund provides for the storage and related services that NARA Records Centers provide to Federal agency customers. NARA Federal Records Centers provide low-cost, high-quality storage and related services, including: transfer, reference, re-file, and disposal services for temporary and pre-archival Federal Government records.

Explanation of Changes

(Dollars in Thousands)

	<u>FTE</u>	<u>Obligations</u>
FY 2026 Current.....	1,092.0	\$ 234,995
FY 2027 Budget.....	<u>1,092.0</u>	<u>\$ 234,895</u>
Net Change.....	0.0	-\$ 100

The FY 2027 budget includes an estimated \$234,895 thousand in obligations for the Records Centers Revolving Fund, a net decrease of -\$100 thousand from FY 2026 estimated obligations of \$234,995 thousand. This full cost-recovery revolving fund provides for the operations of the NARA Federal Records Centers Program (FRCP). The FRCP stores over 24 million cubic feet of Federal government records on a temporary basis, on behalf of other Federal agencies. The FRCP is financed by payments from customer Federal agencies for services rendered.

The FRCP stores temporary records that must be retained for a period of years before disposal, as well as permanently valuable records that are not ready to be transferred to NARA's legal custody. The FRCP provides a variety of related services, including: loan or return of records to the agency of origin; authentication of reproductions of official records; and provision of information from records. The FRCP manages records disposition schedules for customer Federal agencies, by disposing of records that no longer have current or historical value at the end of their retention period, and transferring records with permanent historical value into archival custody at the appropriate time. The FRCP also provides technical assistance and advice on records maintenance, storage, and disposition.

National Archives and Records Administration
Records Centers Revolving Fund

Income/Cost Comparison
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
Revenue.....	\$ 225,547	\$ 227,600	\$ 230,300
Expenses.....	237,270	227,100	230,200
Net Operating Result.....	-\$ 11,723	\$ 500	\$ 100

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
Unobligated balance carried forward.....	\$ 28,688	\$ 23,275	\$ 17,980
Transfer from other accounts.....	\$ 0	\$ 0	
Recoveries of prior-year obligations.....	\$ 3,164	\$ 2,100	\$ 2,100
New discretionary authority:			
Collections from other Federal agencies.....	\$ 231,853	\$ 227,600	\$ 230,300
Change in unfilled customer orders.....	-\$ 9,836	\$ 0	\$ 0
New Discretionary authority.....	\$ 222,017	\$ 227,600	\$ 230,300
Unobligated balance, available in future years.....	-\$ 23,275	-\$ 17,980	-\$ 15,485
Total obligations.....	\$ 230,594	\$ 234,995	\$ 234,895
<i>Net outlays</i>	<i>-\$ 3,266</i>	<i>\$ 0</i>	<i>\$ 0</i>

National Archives and Records Administration
Records Centers Revolving Fund

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
11.1 Full-time, permanent.....	\$ 79,928	\$ 78,530	\$ 78,411
11.3 Other than full-time permanent.....	150	205	205
11.5 Other personnel compensation.....	4,530	4,610	4,500
11.8 Special personal services payments.....	31	55	55
12.1 Civilian personnel benefits.....	32,974	30,146	29,193
13.0 Benefits for former personnel.....	263	65	65
21.0 Travel and transportation of persons.....	59	425	425
22.0 Transportation of things.....	2,538	3,548	3,548
23.1 Rental payments to GSA.....	52,715	53,500	54,350
23.2 Rental payments to others.....	655	1,600	1,500
23.3 Communications, utilities, and misc. charges....	4,897	5,150	5,390
24.0 Printing and reproduction.....	52	75	75
25.1 Advisory and assistance services.....	2,601	4,600	5,000
25.2 Other services from non-Federal sources.....	2,756	9,500	10,000
25.3 Other goods & services from Federal sources...	12,326	11,489	11,187
25.4 Operation and maintenance of facilities.....	2,204	2,155	2,225
25.7 Operation and maintenance of equipment.....	10,432	10,328	10,515
26.0 Supplies and materials.....	1,450	1,950	1,600
31.0 Equipment.....	13,926	11,964	11,500
32.0 Land and structures.....	5,546	5,100	5,151
42.0 Insurance claims and indemnities.....	1	0	0
94.0 Financial transfers.....	559	0	0
99.0 Obligations, new discretionary authority.....	\$ 230,593	\$ 234,995	\$ 234,895
<i>Subtotal, PC&B.....</i>	<i>117,877</i>	<i>113,611</i>	<i>112,429</i>
<i>Subtotal, non-labor.....</i>	<i>112,717</i>	<i>121,384</i>	<i>122,466</i>
Full-Time Equivalents (FTE).....	1,164.0	1,092.0	1,092.0

National Archives Gift Fund

Authorizing Language

The National Archives Trust Fund Board, chaired by the Archivist of the United States, is authorized by 44 U.S.C. § 2305 to solicit and accept gifts or bequests of money, securities, or other personal property, for the benefit of or in connection with the archival and records activities administered by the National Archives and Records Administration.

Program Description

The National Archives Trust Fund Board may accept conditional and unconditional gifts or bequests of money, securities, or other personal property for the benefit of NARA activities. NARA receives endowments from private foundations to offset a portion of the operating costs of Presidential Libraries.

Explanation of Changes

(Dollars in Thousands)

	<u>Obligations</u>
FY 2026 Current.....	\$ 8,371
FY 2027 Budget.....	<u>3,209</u>
Net Change.....	-\$ 5,162

The FY 2027 budget includes an estimated \$3,209 thousand in obligations for the National Archives Gift Fund, a decrease of -\$5,162 thousand from FY 2026 estimated obligations of \$8,371 thousand.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
Unobligated balance carried forward.....	\$ 13,950	\$ 7,929	\$ 3,694
Recoveries of prior-year obligations.....	\$ 45	\$ 10	\$ 10
New mandatory authority:			
Mandatory Appropriation.....	\$ 5,318	\$ 4,126	\$ 3,286
Unexpired unobligated balance, end of year.....	-\$ 7,929	-\$ 3,694	-\$ 3,781
Total obligations.....	\$ 11,384	\$ 8,371	\$ 3,209
<i>Net outlays</i>	\$ 9,487	\$ 7,287	\$ 5,402

National Archives and Records Administration
National Archives Gift Fund

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
21.0 Travel and transportation of persons.....	\$ 11	\$ 88	\$ 55
22.0 Transportation of things.....	402	31	30
23.3 Communications, utilities, and misc. charges....	0	1	1
24.0 Printing and reproduction.....	0	32	32
25.1 Advisory and assistance services.....	1,126	0	0
25.2 Other services from non-Federal sources.....	6,098	3,775	655
25.3 Other goods & services from Federal sources...	1,420	1,767	675
25.7 Operation and maintenance of equipment.....	14	0	0
26.0 Supplies and materials.....	31	152	39
31.0 Equipment.....	790	869	2
32.0 Land and structures.....	0	0	0
33.0 Investments.....	805	910	910
41.0 Grants, subsidies, and contributions.....	7	0	0
94.0 Financial Transfers.....	679	746	810
99.0 Total obligations.....	\$ 11,384	\$ 8,371	\$ 3,209

National Archives Trust Fund

Authorizing Language

The Archivist of the United States furnishes, for a fee, copies of unrestricted records in the custody of the National Archives (44 U.S.C. § 2116). Proceeds from the sale of copies of microfilm publications, reproductions, special works, and other publications, and admission fees to Presidential Library museum rooms are deposited to the National Archives Trust Fund (44 U.S.C. §§ 2112, 2307).

Program Description

The National Archives Trust Fund receives and disburses funds collected from sales to the public, including: reproductions of records, publications, and merchandise. Additionally, the Trust Fund collects royalties from partnership agreements, investment income, and admission fees to Presidential Library museums.

Reproduction of Records: The Trust Fund provides for sales to the public of reproductions of records in multiple formats, including documents, photographs, maps, motion pictures, and Automatic Data Processing (ADP) tapes.

Admission Fees: The Trust Fund collects fees charged for admission to museum exhibits and for educational workshops and conferences held at Presidential Libraries and other NARA locations.

Sales of Publications and Merchandise: The Trust Fund supports e-Commerce sites for the Presidential Libraries and provides for the operation of several Library museum stores in facilities across the country.

Royalties from Partnership Agreements: The Trust Fund enters into agreements with third party vendors to develop and sell products based on the holdings of the National Archives. The Fund then retains a royalty percentage of products sold by commercial partners.

Investment Income: The Trust Fund invests excess revenues from sales as well as donations, in accordance with statutory authority of the National Archives Trust and Gift Funds. The income earned on investments is used to support National Archives programs.

Explanation of Changes
(Dollars in Thousands)

	<u>FTE</u>	<u>Obligations</u>
FY 2026 Current.....	50.0	\$ 16,713
FY 2027 Budget.....	<u>50.0</u>	<u>14,259</u>
Net Change.....	0.0	-\$ 2,454

The FY 2027 budget includes an estimated \$4,259 thousand in obligations for the National Archives Trust Fund, a net decrease of -\$2,454 thousand from FY 2026 estimated obligations of \$16,713 thousand.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
Unobligated balance carried forward.....	\$ 4,683	\$ 3,768	\$ 1,864
Unobligated balance, precluded from obligation.....	\$ 0	-\$ 28	-\$ 85
Recoveries of prior-year obligations.....	\$ 3,958	\$ 2,000	\$ 1,000
New mandatory authority:			
Collections from Federal and Non-Federal sources	\$ 13,063	\$ 12,894	\$ 13,130
Change in unfilled customer orders	\$ 65	\$ 0	\$ 0
Joint Committee Sequestration ¹	-\$ 28	-\$ 57	-\$ 57
New Discretionary authority.....	\$ 13,100	\$ 12,837	\$ 13,073
Unexpired unobligated balance, end of year.....	-\$ 3,768	-\$ 1,864	-\$ 1,593
Unobligated balance, precluded from obligation.....	[28]	[85]	[142]
Total obligations.....	\$ 17,973	\$ 16,713	\$ 14,259
<i>Net outlays</i>	-\$ 15,807	\$ 0	\$ 0

1. As required by section 251A of the Balanced Budget and Emergency Deficit Control Act, as amended (2 U.S.C. § 901a), administrative expenses for the Trust Fund were reduced by an estimated 5.7 percent in FY 2025 and FY 2026.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2025 Actual	FY 2026 Current	FY 2027 Budget
11.1 Full-time, permanent.....	\$ 3,649	\$ 4,007	\$ 4,097
11.3 Other than full-time permanent.....	77	78	80
11.5 Other personnel compensation.....	196	232	237
12.1 Civilian personnel benefits.....	1,409	1,543	1,576
21.0 Travel and transportation of persons.....	5	38	38
22.0 Transportation of things.....	106	404	183
23.2 Rental payments to others.....	0	0	0
23.3 Communications, utilities, and misc. charges....	33	62	62
24.0 Printing and reproduction.....	101	328	333
25.1 Advisory and assistance services.....	23	30	22
25.2 Other services from non-Federal sources.....	4,549	3,346	2,592
25.3 Other goods & services from Federal sources...	687	652	657
25.4 Operation and maintenance of facilities.....	89	104	74
25.7 Operation and maintenance of equipment.....	147	188	134
26.0 Supplies and materials.....	1,054	1,260	911
31.0 Equipment.....	990	1,075	322
32.0 Land and structures.....	0	0	0
33.0 Investments.....	4,857	3,366	2,941
99.0 Total obligations.....	\$ 17,973	\$ 16,713	\$ 14,259
<i>Subtotal, PC&B.....</i>	<i>5,331</i>	<i>5,860</i>	<i>5,990</i>
<i>Subtotal, non-labor.....</i>	<i>12,642</i>	<i>10,853</i>	<i>8,269</i>
Full-Time Equivalentents (FTE).....	48.0	50.0	50.0

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This section reports on agency actions to address top Management Challenges identified by the NARA Office of Inspector General (OIG) in their most recent Semiannual Report to Congress (covering the period April 1, 2025 to September 30, 2025). This section is provided to comply with the reporting requirements provided in the introductory language of Division E of the Joint Explanatory Statement accompanying the FY 2016 Consolidated Appropriations Act (P.L. 114-113).

The NARA OIG conducts independent audits, investigations, and other reviews that present findings and provide recommendations for corrective actions. The OIG consolidates and aligns their findings and recommendations to identify broader areas that the OIG believes represent the agency’s most significant challenges. The OIG reports those areas identified as NARA’s top management challenges on a semi-annual basis.

The following table describes top Management Challenges identified by the NARA OIG and explains how NARA’s FY 2027 budget request addresses each challenge. The descriptions of OIG Management Challenges are summaries prepared by Management and are not represented as independent or objective descriptions. The original descriptions prepared by the NARA OIG can be found in the most recent OIG Semiannual Report to Congress, located at <https://naraoig.oversight.gov/reports/list/semiannual-report>.

Management Challenge	NARA Actions
<p>1. Information Technology (IT) Management:</p> <p>In FY 2024, NARA downgraded controls over IT security to a significant deficiency. Over the past decade the annual Federal Information Security Modernization Act (FISMA) audits or assessments have consistently identified IT areas in need of significant improvement.</p>	<p>The FY 2027 budget for <u>Operating Expenses</u> includes funding to continue implementing enterprise-wide solutions to comply with Executive Order 14028 – Improving the Nation’s Cybersecurity. In FY 2025 NARA continued efforts to enhance encryption, multi-factor authentication, and continuous monitoring of IT security risks.</p> <p>The FY 2026 and FY 2027 budget for NARA aligns critical resources for modernization of NARA’s information technology infrastructure into a defensible framework that unifies the security platform, and integrates hardware and cloud-based firewalls for consistent policy enforcement.</p>

Management Challenge	NARA Actions
<p>2. Electronic Records Archives (ERA):</p> <p>ERA has become a “system of systems,” and the original ERA Base System was not capable of meeting the nation’s needs. Thus, NARA is developing ERA 2.0, with an estimated lifecycle cost of \$94 million. However, until ERA 2.0’s functionality is completely built, longstanding deficiencies may continue to impact NARA. Further, the vast volumes of electronic records that will need to be preserved are significant, and NARA is challenged to meet data storage requirements for them. NARA’s on-premises data storage is reaching capacity, impacting the agency’s digitization efforts and other IT programs.</p>	<p>The FY 2027 budget for NARA <u>Operating Expenses</u> continues funding for ERA 2.0. Enhancements for the identification of file formats and versions within digital preservation via Digital Record Object Identification (DROID) will expand upload and transfer capabilities alongside upgrades for improved scalability.</p>
<p>3. Transition to Electronic Records:</p> <p>NARA must work with Federal agencies to ensure proper appraisal, scheduling, and transfer of permanent records in all formats. To a large extent, NARA also ensures that proper records are in fact preserved government-wide and sent to NARA in the first place. However, the major challenge is how best to accomplish this in a rapidly changing technological environment. Further, it is not currently known what amount, or exact formats, of data and electronic records will be coming to NARA. Thus, it is not known whether the systems in place will be able to ingest, process, preserve, store, and provide access to this information.</p>	<p>The FY 2027 budget for NARA <u>Operating Expenses</u> continues funding for digitization standards and metadata requirements for permanent, paper, photographic print, and mixed-media records. NARA digital preservation efforts are focused on refining its preservation framework to determine which digital assets have enduring value and deserve long-term preservation. Plans include developing automated tools for a second instance of ERA 2.0 in an alternative Cloud service provider, while maintaining duplicate copies in different regions to ensure the long-term availability of electronic archival records.</p>

Management Challenge	NARA Actions
<p>4. Expanding Public Access to Records:</p> <p>Ten percent of NARA’s analog holdings (by series) have not been processed, so the public does not have efficient and effective access to them. To meet its mission, NARA must work to ensure it has the processes and resources necessary to establish intellectual control over this backlog of unprocessed records. In addition, the transition of federal record-keeping to a fully electronic environment will present additional challenges to making records accessible to the public.</p>	<p>NARA will continue to digitize records within the FY 2027 request for <u>Operating Expenses</u>.</p> <p>In FY 2025, NARA launched a new website landing page that provides easy access to the President John F. Kennedy Assassination Records Collection. The webpage was created in response to Executive Order 14176, Declassification of Records Concerning the Assassinations of President John F. Kennedy, Senator Robert F. Kennedy, and the Reverend Dr. Martin Luther King, Jr. The FY 2026 and FY 2027 budget for NARA will continue systematic declassification review and release of classified permanently valuable records.</p>
<p>5. Oversight of Grants Management:</p> <p>NHPRC has seen a significant increase in Congressionally-directed spending grants it must oversee. The volume of grants and the dollar amounts associated with these grants are well beyond NHPRC’s normal grant-making activities. Further, Congressionally-directed spending grants have been issued to NHPRC in areas NHPRC staff does not have adequate expertise to oversee the grant (e.g. construction grants). In upcoming fiscal years, the same level of these grants is expected to continue to be routed to NHPRC for their oversight, which will challenge NARA to provide sufficient oversight and implement internal controls.</p>	<p>NARA will continue to collaborate with recipients of Congressionally directed spending grants to ensure compliance with federal requirements, inclusive of submission of financial and performance reports, to protect against waste, fraud, and abuse.</p>

National Archives and Records Administration

**FY 2027 ANNUAL PERFORMANCE PLAN and
FY 2025 ANNUAL PERFORMANCE REPORT**

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FY 2025 Annual Performance Report..... APR-1

Performance by Strategic Goal

Objective 1.1: By FY 2030, NARA and partner stakeholders will increase access to holdings, especially records of significant public interest.

Description of Measures: NARA holds the equivalent of more than 13 billion pages of documents, photographs, films, and other records in analog formats, the majority of which are only accessible in person, in public research rooms, or through reproductions provided in response to specific customer requests. NARA digitizes records, works with partners to digitize records, and makes them available online to expand access to archival records for the American people.

To improve public access to records, NARA must also prioritize access review. Multiple legal authorities, such as the Freedom of Information Act and the Presidential Records Act, govern the access to NARA’s vast holdings, and new technology is needed to expedite review and release of these records.

NARA must leverage technology to accelerate digitization and explore innovative approaches to facilitate access review.

NARA must also ensure that we are able to identify and accept transfers of historically significant records and artifacts. We will continue efforts to modernize records management practices across the federal government through the use of our records scheduling, guidance, training, and oversight activities.

The measures below support these goals.

<i>Performance Measure</i>	<i>Year</i>	2026	2027	2028	2029	2030
Percent of unclassified archival holdings processed*	<i>Target</i>	85%	85%	85%	85%	85%
	<i>Actual</i>					
Improve NARA’s ability to provide access to previously restricted records	<i>Target</i>	Develop Metric	Baseline	1% increase in access review from baseline	1% increase in access review from baseline	1% increase in access review from baseline
	<i>Actual</i>					

National Archives and Records Administration
 FY 2027 Annual Performance Plan

Performance Measure	Year	2026	2027	2028	2029	2030
Number of digital objects received and digital objects enhanced as result of a digitization or digital partnership (cumulative)	<i>Target</i>	215M	220M	225M	230M	235M
	<i>Actual</i>					
Number of pages digitized and made available online** (cumulative)	<i>Target</i>	500M	570M	630M	690M	750M
	<i>Actual</i>					
Volume of audiovisual items digitized and made available online	<i>Target</i>	Develop Metric	Baseline	1% increase in digitization from baseline	1% increase in digitization from baseline	1% increase in digitization from baseline
	<i>Actual</i>					
Utilize innovative technology, including AI, to improve the access review	<i>Target</i>	Market research and discovery for access tools	Acquisition/development.	Deploy solutions for federal records and ERA EOP as applicable	Continue development and deployment as applicable	Continue deployment as applicable
	<i>Actual</i>					

<i>Performance Measure</i>	<i>Year</i>	2026	2027	2028	2029	2030
Design, implement, and analyze a comprehensive annual survey of federal agency records management practices, producing government-wide statistical reports.	<i>Target</i>	Conduct the annual reporting process and complete statistical analysis within six months of survey closure, and publish reports with trend analysis and performance metrics.	Revise annual reporting to reduce redundancies and streamline results	Implement revised reporting approach	Continuous improvement	Continuous improvement
	<i>Actual</i>					

*This accounts for an anticipated increase in volume of holdings each year.

** Inclusive of releases in response to EO and statute, and releases to the catalog

Objective 1.2: By 2030, NARA will enhance public engagement by making historically significant holdings as broadly available as possible, online and in person.

Description of Measure: National Archives’ holdings are of high value and interest to the American public. NARA must continue our efforts to expand our online presence in ways that meaningfully increase access. This focus will include new platforms and technologies, as well as traditional catalog tools, to improve release capabilities.

NARA is committed to improving the researcher and visitor experience, online and in person. NARA will continue to develop, enhance, and expand our online presence in new and innovative ways, leveraging modern tools for search and discovery. These can include subject specific release pages, artificial intelligence (AI)-enhanced discovery, and other digital tools.

NARA continually strives to promote public access by providing consistent, timely, reliable, and reputable service in response to customer requests from the public and other external stakeholders. The measures below support these goals.

The measures below support these goals.

<i>Performance Measure</i>	<i>Year</i>	2026	2027	2028	2029	2030
Percent of written general reference requests answered within 10 working days	<i>Target</i>	80%	80%	85%	85%	85%
	<i>Actual</i>					
Percent of non-fire-related separation document requests answered within 10 working days	<i>Target</i>	93%	95%	95%	95%	95%
	<i>Actual</i>					
Percent of FOIA requests answered within 20 working days	<i>Target</i>	80%	80%	85%	90%	95%
	<i>Actual</i>					
Percent of research room items furnished within 1 hour	<i>Target</i>	95%	95%	95%	95%	98%
	<i>Actual</i>					

<i>Performance Measure</i>	<i>Year</i>	2026	2027	2028	2029	2030
Integrate and deploy modern archival tools, including AI to improve the researcher experience and the Agency’s efficiency	<i>Target</i>	Launch AI Search Tool on record release pages Launch new Archives.gov platform and website Launch integrated holdings management feature Complete Discovery Phase	Launch updated tool for internal records management Expand AI capability on Archives.gov to extent possible	Development	Further expand tools to support researcher experience	Inquiry 2.0, ePull Slip, Order Online to extent possible
	<i>Actual</i>					
Improve the delivery of publications and resources from the Federal Register	<i>Target</i>	Assess needs and research tools	Deploy improvements	—	—	—
	<i>Actual</i>					

Objective 2.1: By 2030, NARA will ensure all analog records are in appropriate storage environments and preservation risks are minimized.

Description of Measure: NARA must have a comprehensive system in place to assess the preservation risk of record holdings and take action to mitigate that risk so NARA records are protected and remain available to the public in perpetuity. NARA will continue to develop, modernize, and improve systems of holdings control that facilitate preservation monitoring and assessments.

The integrity of NARA’s facilities is central to our ability to ensure the long-term preservation of holdings. NARA will continue to review and prioritize deferred maintenance and make strategic use of resources to achieve meaningful impacts.

The measures below support these goals.

Performance Measure	Year	2026	2027	2028	2029	2030
Percent of archival records stored in space that aligns with NARA’s standards for storage		95%	96%	97%	98%	99%
The establishment of a standardized and efficient system of record for physical control of archival holdings for all units	<i>Target</i>	Deploy Holdings Management System (HMS) to 6 Presidential Libraries	Deploy HMS to an additional 3 libraries (9 total)	Deploy HMS to an additional 4 libraries (12 total)	Deploy to HMS to an additional 13 libraries (All Archival Units)	
	<i>Actual</i>					
Targeted reduction of the deferred maintenance backlog	<i>Target</i>	Baseline	5%	2%	2%	2%
	<i>Actual</i>					

Objective 2.2: By 2030, NARA will implement a robust digital preservation program to ensure the accessibility of electronic records over time, including the IT infrastructure to manage and preserve electronic records.

Description of Measure: One of NARA’s greatest challenges is ensuring that electronic records are preserved, considering rapidly increasing volumes. NARA has established expertise in preserving records in digital formats and is committed to the implementation of practices and technical capabilities to continue the preservation of electronic records. NARA must have preservation risk assessments and risk mitigation strategies in place to demonstrate that NARA is a trustworthy repository and a reliable source for archival records of the federal government.

NARA has created an industry-standard digital preservation framework that established a comprehensive plan for preserving born electronic and digitized records. NARA must develop automated tools to detect data integrity risk and apply preservation actions automatically over extremely large volumes of electronic records.

The measures below support these goals.

Performance Measure	Year	2026	2027	2028	2029	2030
Digital content managed in ERA 2.0 (in TBs)	<i>Target</i>	200	275	375	500	650
	<i>Actual</i>					
Numbers of files managed in ERA 2.0 (in millions)	<i>Target</i>	24	27	30	33	36
	<i>Actual</i>					

Objective 3.1: By 2030, NARA will improve the efficiency of operations by modernizing IT systems and improving IT support functions.

Description of Measure: NARA will enhance operational efficiency through the sustained modernization of legacy IT systems to ensure the agency remains resilient and cost-effective. The agency must have a comprehensive system in place to migrate legacy systems to cloud-based environments and integrate advanced technologies to ensure NARA’s digital infrastructure is protected and operational performance is optimized.

NARA has already established a plan to modernize legacy systems in a phased approach, targeting four systems annually in FY 2026 and 2027, followed by a total of seven additional systems through FY 2030.

The measures below support these goals.

Performance Measure	Year	2026	2027	2028	2029	2030
Number of legacy IT systems (or components) modernized or retired.	<i>Target</i>	4	4	3	2	2
	<i>Actual</i>					
Modernize internal database solutions	<i>Target</i>	Complete Discovery and Requirement Phase	Identify and Migrate MS Access to New Solutions	Sunset MS Access	-	-
	<i>Actual</i>					
Continuously modernize the National Archives Catalog to ensure efficiency and performance as the system scales	<i>Target</i>	Discovery and Requirements Phase 1	Implement New Solutions	Discover y and Requirements Phase 2	Implement New Solutions	Assess and Evaluate
	<i>Actual</i>					

Objective 3.2: By 2030, NARA will expand capabilities to digitally receive records and utilize cloud-based environments for preservation, declassification, and other access review for restricted records.

Description of Measure: NARA will establish a comprehensive, secure infrastructure to digitally receive and manage classified and otherwise restricted records to ensure these sensitive materials are protected and processed efficiently for future public access. NARA will continue to expand our capabilities to receive large volumes of electronic records directly from agencies via cloud to cloud transfer.

The agency has initiated this transition by securing partnerships to leverage existing intelligence community cloud contracts. This will assist NARA in preserving and reviewing classified and otherwise restricted records in our holdings.

The measures below support these goals.

<i>Performance Measure</i>	<i>Year</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>	<i>2030</i>
Deploy classified cloud environment	<i>Target</i>	Establish baseline classified cloud capabilities	Implement secure storage and compute capabilities within Classified Cloud tenants	Assess future needs and expand capabilities as needed	Assess future needs and expand capabilities as needed	Assess future needs and expand capabilities as needed
	<i>Actual</i>					
Optimize review and release process, especially for special release projects	<i>Target</i>	Assess current tools, including AI, identify gaps, recommend improvements	Deploy solutions for special release projects	Deploy solutions for special access to support current and anticipated requests	Deploy broadly	—
	<i>Actual</i>					

Objective 4.1: Align NARA’s recruitment and workforce management priorities and strategies to the President’s Management Agenda and the Merit Hiring Plan.

Description of Measure: NARA is committed to the stewardship of public resources through operational excellence and fiscal accountability. This approach ensures rigorous internal controls to guarantee that every taxpayer dollar drives mission-critical value. By aligning recruitment and workforce management with the President’s Management Agenda and Merit Hiring Plan, NARA is building an agile, digital-age workforce supported by modernized hiring pipelines and data-driven professional development. These systematic improvements will result in a transparent and accountable framework dedicated to safeguarding the public trust.

Performance Measure	Year	2026	2027	2028	2029	2030
Develop an archival training program that strengthens our ability to align with modern archival needs. (cumulative)	<i>Target</i>	Assess current programs and develop a unified framework, including career pathing	Create and pilot program	Implement full Archival Program, including career pathing	25% of program participants receive promotion	50% of program participants receive promotion
	<i>Actual</i>					

Objective 4.2: NARA must have rigorous internal controls that ensure accountability for operations.

Description of Measure: NARA is committed to the responsible management of all agency resources, including our financial assets, operational processes, and governing policies. To achieve this, we will maintain a rigorous internal control framework that ensures our operations are transparent, efficient, and consistently aligned with federal standards. By regularly reviewing and updating our documented procedures, we safeguard the integrity of our workflows and ensure that every resource is utilized effectively to support NARA’s mission and public trust.

Performance Measure	Year	2026	2027	2028	2029	2030
Percentage of all procurement actions awarded within the established Procurement Acquisition Lead Times (PALT)	<i>Target</i>	72%	74%	76%	78%	80%
	<i>Actual</i>					
Number of updated policies and procedures issued (cumulative)	<i>Target</i>	10%	15%	20%	25%	30%
	<i>Actual</i>					

<i>Performance Measure</i>	<i>Year</i>	2026	2027	2028	2029	2030
Percentage of OIG recommendations closed	<i>Target</i>	22%	24%	26%	28%	30%
	<i>Actual</i>					

Major Management Challenges

Management Challenge 1: Information Technology (IT) Management

Planned Actions

IT Security: Key actions in progress include developing formal policies and allocating resources for maintaining a master user store, continuing the deployment of phishing-resistant Multi-Factor Authentication (MFA), and implementing a process to improve contractor onboarding and offboarding. Also underway is the implementation of an Application Control solution and a Configuration Management Database (CMDB), along with enhancing data categorization and tagging capabilities. Finally, the configuration and sending of all necessary logs to the DOJ Splunk Security Event and Information Manager (SEIM) is continuing to achieve higher Event Logging Maturity Levels.

IT Asset Management: The focus is on developing a Standard Operating Procedure (SOP) to properly identify, catalog, and retrieve unreturned equipment by reconciling Human Capital departure reports with the asset management system, and completing a comprehensive inventory of all NARA hardware assets to ensure data accuracy and completeness.

Performance Goals, Performance Indicators, Milestones

IT Security: Continue to target sustaining an overall “Green”/“Managing Risk” rating on the annual Office of Management and Budget/Department of Homeland Security (OMB/DHS) Risk Management Assessment (RMA) for one year and maintaining an Inspector General (IG) Maturity Level 3, “Consistently Implemented.” The main objective remains achieving full implementation of the Zero Trust Architecture Plan.

IT Asset Management: Resolution of inaccuracies in hardware asset management asset reports, and completion of a comprehensive reconciliation of all hardware asset inventories.

- Collection of software attestations for all software [Achieve 80 percent] by **September 30, 2026**
- Application Control solution by **June 30, 2027**
- Achieve Event Logging Maturity Level 3 by **September 30, 2028**

Owner

Chief Information Officer

Management Challenge 2: Electronic Records Archives (ERA)

Planned Actions

Preserving the records in its custody is a core function of NARA. As technology has evolved, so has this function, in that many of the current challenges with preservation relate to the preservation of electronic records. The Electronic Records Archives (ERA), NARA's digital repository, is integral to the agency's ability to preserve electronic records. Ensuring that ERA can meet the requirements of rapidly increasing volumes of electronic records is a key challenge the agency must meet. Because of the vital importance of this work, NARA must continue to devote significant resources to the operation and management of this system as well as to continued system development to ensure the system continues to improve its ability to receive and preserve records at increasing scales. Through monitoring of the progress in meeting the related annual goals, the agency can assess the effectiveness of its efforts and whether new approaches (and/or resources) are needed to ensure ERA can continue to scale up to address the volume of records NARA needs to store in the repository.

Performance Goals, Performance Indicators, and Milestones

NARA measures its progress with two key indicators of the agency's ability to preserve records in its repository: the amount of digital content managed in ERA 2.0 (in terabytes) and the number of electronic files managed in ERA 2.0 (in millions):

- 200TB / 24 million files in ERA 2.0 by **September 30, 2026**
- 275TB / 27 million files in ERA 2.0 by **September 30, 2027**
- 375TB / 30 million files in ERA 2.0 by **September 30, 2028**
- 500TB / 33 million files in ERA 2.0 by **September 30, 2029**
- 650TB / 36 million files in ERA 2.0 by **September 30, 2030**

Owner

Chief Operating Officer

Management Challenge 3: Transition to Electronic Records

Planned Actions

With the transition to fully electronic record-keeping, NARA's central role in ensuring proper appraisal, scheduling, and transfer of permanent electronic records takes on an additional weight. NARA must continue to engage with Executive Branch agencies across the government to see to it that agencies have the information necessary to ensure effective, modern scheduling actions in a rapidly changing environment and to ensure that NARA has the information on formats, and volumes necessary to engage in efficient and effective future planning.

To meet this challenge NARA must also continue efficient collaboration among its records management professionals, accessioning archivists, and digital preservation staff to ensure the agency is able to share the latest information about the electronic records created by federal agencies. Through this close collaboration NARA can continually update its transfer guidance in response to the continuing evolution of technology. In addition, NARA must also update its digital preservation framework to ensure the agency has preservation risk assessments and risk mitigation strategies in place for all known formats in NARA's custody or that are expected to be transferred into NARA's custody.

Performance Goals, Performance Indicators, and Milestones

NARA will update Format Guidance for the Transfer of Permanent Electronic Records on an as-needed basis to account for new electronic records formats.

NARA will make quarterly updates to its Digital Preservation Framework to account for new electronic records formats, risk mitigation strategies, etc.

NARA will expand capabilities to digitally receive records and utilize cloud-based environments for preservation, declassification, and other access review for restricted records.

Owner

Chief Operating Officer, Agency Services

Management Challenge 4: Expanding Public Access to Records

Planned Actions

NARA must continue to work to ensure that the public has efficient and effective access to the records in our holdings. To accomplish this, NARA must prioritize digitization and access review for records of high interest to the American people. For example, NARA has exceptionally large backlogs for Freedom of Information requests for records. Tools to support the review of records prior to release under the FOIA or other statutes are critical for NARA to reduce these backlogs and increase government transparency. NARA must continue to work to ensure that the processes and resources necessary to digitize, describe, and review records and make them available, accessible, and discoverable, even as the volume of holdings continues to rise, especially in digital formats. NARA must continue to prioritize executive and statutory priorities to meet public needs.

NARA is trying to work as efficiently as possible to improve access within the confines of current budgets and to plan strategically for future budget requests to increase public access to restricted records.

Performance Goals, Performance Indicators, and Milestones

Improve NARA's ability to provide access to previously restricted records through use of innovative technology and tools and expanded staff training. NARA will develop a baseline in 2026 and establish goals for annual increase in volume of records reviewed.

Number of pages digitized and made available online (cumulative)

- 500 million by September 30, 2026
- 570 million by September 30, 2027
- 630 million by September 30, 2028
- 690 million by September 30, 2029
- 750 million by September 30, 2030

In 2026, NARA will launch AI search capabilities for special topic release pages on [archives.gov](https://www.archives.gov) to improve discoverability of these records.

Owner

Chief Operating Officer, Research Services, Presidential Libraries

Lower Priority Program Activities

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <https://www.whitehouse.gov/omb/budget/>.

National Archives and Records Administration

FY 2025 Annual Performance Report (Based on previous Strategic Plan)

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OVERVIEW

The attached report is only relevant for the purpose of 2025 performance evaluation. During FY 2025, the employees of the National Archives and Records Administration (NARA) contributed to a strategic plan that was approved under the Biden Administration.

After February 16, 2025, new Trump Administration leadership engaged in a reconsideration of all goals and priorities, and the strategies by which to achieve them, with the ultimate objective of making the best use of the resources afforded NARA by the American people.

NARA Mission, Vision, and Goals (FY 2022–2025)

The National Archives and Records Administration's (NARA) FY 2022–2025 Strategic Plan details the actions and outcomes necessary to meet agency Strategic Goals. NARA's Annual Performance Plan lists the performance objectives and measures that NARA uses to evaluate performance progress against those goals.

Mission: We drive openness, cultivate public participation, and strengthen our nation's democracy through equitable public access to high-value government records.

Vision: We will be known for cutting-edge access to extraordinary volumes of government information and unprecedented engagement to bring greater meaning to the many different American experiences.

Strategic Goals:

- Make Access Happen - NARA will make all records available to the public in digital formats, to ensure that anyone can explore, discover, and learn from NARA holdings.
- Connect with Customers - NARA will improve internal and external customer engagement to cultivate and sustain public participation.
- Maximize NARA's Value to the Nation - NARA will modernize federal records management, advance digital preservation of archival electronic records, and support the transition to digital government.
- Build Our Future Through Our People - NARA will create and sustain a culture that ensures that the workforce has the skills necessary to fulfill the agency's mission.

The *President's Budget* identifies lower-priority program activities, as required by 31 U.S.C. § 1115(b) (10). NARA received no aid from non-federal parties in preparing this plan.

Performance by Strategic Goal

Make Access Happen

Make Access Happen affirms that “public access” is NARA’s core mission and is a higher calling that gives purpose and meaning to all our work. We are making access happen by delivering increasing volumes of records to the public online and using flexible tools and accessible resources that promote public participation. To achieve success in this goal, NARA must digitize millions of records we hold in analog formats, keep pace with the continuous stream of new records we receive each year, and develop new ways to help citizens find our records through the online National Archives Catalog.

Make Access Happen - Objective 1.1: By FY 2026, NARA will process 85 percent of archival holdings and increase enhanced descriptions to promote discovery and public access to archival records.

Description of measure: Archival processing involves actions by NARA to provide efficient access for research, including holdings maintenance, entering records into NARA’s inventory system, and cataloging them. NARA must continually work to maintain an 85 percent processing rate, as it receives approximately 100,000 cubic feet of new unprocessed archival records annually, along with significant volumes of electronic records.

Performance Measure	Year	2021	2022	2023	2024	2025
Percent of unclassified archival holdings processed	<i>Target</i>	82%	85%	85%	85%	85%
	<i>Actual</i>	91%	91%	90%	90%	89%
Total number of unclassified archival holdings processed	<i>Target</i>	—	—	—	—	—
	<i>Actual</i>	4.6M	4.7M	4.7M	4.8M	4.8M

Performance summary: NARA has processed a cumulative total of 4.8 million cubic feet of unclassified archival records, resulting in 89 percent of total unclassified archival records being processed. NARA continued to exceed the target of 85 percent processed archival holdings while increasing the volume of records accessible to researchers and the public in FY25.

Make Access Happen - Objective 1.2: By FY 2026, NARA will digitize 500 million pages of records and make them available online to the public through the National Archives Catalog.

Description of measure: NARA has committed to digitize all its traditional (analog) holdings and make them available to the public online. NARA holds the equivalent of more than 13 billion pages of documents, photographs, films, and other records in analog formats, the majority of which are only accessible in person, in public research rooms, or through reproductions provided in response to specific customer requests.

Performance Measure	Year	2021	2022	2023	2024	2025
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National Archives and Records Administration
 FY 2025 Annual Performance Report

Number of pages digitized and made available online through the Catalog (cumulative)	<i>Target</i>	140M	190M	225M	320M	420M
	<i>Actual</i>	150M	205M	239M	326M	455M
Presidential Library websites with all digital copies in Catalog (cumulative)	<i>Target</i>	—	—	1 (pilot)	3	5
	<i>Actual</i>	—	—	TBD	2	3

Performance summary: NARA continued to improve the Catalog to enhance the customer experience and completed the migration of all digital copies and metadata from the George Bush Presidential Library into the Catalog. In FY 2025, NARA increased the number of digitized pages in PDF files with optical character recognition to 88 percent and introduced artificial intelligence (AI)-extracted, contributed text for more than 2.3 million pages of Revolutionary War pension files, in partnership with FamilySearch.

Make Access Happen - Objective 1.4: By FY 2026, 95 percent of customer requests will be ready within the promised time.

Description of the measure: NARA strives to promote public access by providing consistent, reliable, and reputable service in response to customer requests. NARA provides service to a variety of public and federal agency customers. This objective is an average of NARA's average response time when: furnishing items in public research rooms, responding to reference requests by email and mail, providing veterans and their families with copies of military separation documents (DD-214), and responding to Freedom of Information Act (FOIA) requests from the public.

Performance Measure	Year	2021	2022	2023	2024	2025
Percent of customer requests ready within the promised time	<i>Target</i>	93%	93%	95%	95%	95%
	<i>Actual</i>	40%	37%	89%	96%	96%

Performance summary: Following M-23-07, Update to Transition to Electronic Records, several federal customers submitted large volumes of records to the Federal Records Centers Program (FRCP) before the deadline. NARA provided agencies with guidance on submitting exception requests if they could not meet the deadline. Since the initial publication of M-19-21, a total of 80 exception requests have been received, with 21 processed in FY 2025. In FY 2025, fifteen agencies were granted limited exceptions, and six requests were denied or either deemed unnecessary or returned with a request for additional justification.

To enhance service, NARA continues to focus on digitally delivering reference requests and the expanded use of eVetRecs allowing customers to track their requests online without needing assistance. Digitization on demand was also integrated into reference and reproduction processes.

NARA is also focused on reducing the FOIA backlog with Presidential Libraries closing over 450 FOIA requests while receiving over 670 new ones in FY25. NARA's Special Access and FOIA Program closed 618 FOIA requests and received 853 new requests. The Presidential Libraries'

Special Access office received and responded to 108 requests, the most they have ever received.

Connect with Customers

Connect with Customers challenges us to continuously improve the customer experience, cultivate public participation, and generate new understanding of the importance of records in a democracy. We strive to represent the stories of all Americans in our work. We continuously engage with and learn from our customers: individuals, communities, organizations, and other federal agencies. We build long-term and strategic customer relationships to ensure our services are valued by our customers and we work together to improve overall efficiency, and engagement.

Connect with Customers - Objective 2.1: By FY 2026, NARA will demonstrate enhanced organizational understanding of internal and external customer wants, needs, and expectations to support the design and delivery of world-class services.

Description of measure: NARA will develop a systematic process to collect and analyze customer feedback to continuously improve agency service offerings and better meet customer needs. NARA will routinely connect with customers, conduct consumer research, and undertake an array of engagements to understand how customers interact with multiple NARA business lines. NARA will prioritize enhancements to customer service procedures and systems based on customer insights. NARA will share the results of its customer research internally and with the public.

Performance summary: NARA is enhancing services by better understanding customer needs and expectations. NARA continues to offer online and in person mechanisms for capturing feedback directly from researchers.

Connect with Customers - Objective 2.2: By FY 2026, NARA will modernize enterprise communication and service channels to capture customer feedback and continuously improve the customer experience.

Description of measure: NARA will continue to develop a system to evaluate the customer experience across business lines and use the results to modernize its service channels. NARA must develop a methodology to measure the customer experience, especially when the customer journey crosses multiple services and service providers. Once developed, NARA will analyze the metrics to identify opportunities to better meet customer needs and expectations. NARA will continue to publish the results of its customer service approach so that customers can review the changes and assess the results.

Performance summary: NARA aims to evaluate service delivery from the customer's perspective by consistently assessing interactions across various touchpoints, including in-person experiences, website visits, and email correspondence. NARA has continued to engage with customers across these channels. NARA has also prioritized improving the customer experience through a variety of targeted access points for records related to specific topics, identified by customer interest, statutory requirement or Executive Order.

Connect with Customers - Objective 2.3: By FY 2026, NARA will deliver a national

program of museums, education, and public programming.

Description of measure: NARA engages the public in civic education and discourse through a national program of museum exhibits, education, and public programs. NARA will increase its online programming and exhibits and will modify its physical infrastructure to make its civic education programs more accessible for the public.

NARA must strengthen internal capabilities to develop relevant, relatable, and respectful content for museum displays and educational materials. NARA must invest in audience evaluation tools to ensure that new materials are meaningful and appropriate. NARA must also invest in its physical infrastructure to ensure that NARA museum exhibits and on-site programs are accessible for all.

Performance summary: As the 250th anniversary of the Declaration of Independence approaches, NARA is enhancing community engagement and historical narratives through its exhibit programming. The redesigned National Archives Museum (NAM) prioritizes accessibility needs and acknowledges the contributions of all Americans to the founding of the nation and highlights the work of the National Archives in serving citizens.

NARA is currently working to advance plans for 250th anniversary programming and related exhibitions. NARA will ensure that newly-constructed exhibits address accessibility best practices for the physical space and exhibit content.

Maximize NARA's Value to the Nation

Maximize NARA's Value to the Nation recognizes that public access to government information creates measurable economic value, which adds to the enduring cultural and historical value of our records. We are modernizing records management practices across the federal government, advancing digital preservation of archival electronic records, and supporting the transition to digital government. NARA will explore new technology to find low-cost, practical solutions to improve processing, access review and redaction, and digitization to accelerate the delivery of electronic and digitized records to the public.

Maximize NARA's Value to the Nation - Objective 3.1: By FY 2026, NARA will provide policy, requirements, and oversight to support a transparent and fully digital government.

Description of measure: NARA must provide its customer agencies with the policy, appraisal, and training necessary to appropriately manage records in their custody. NARA will revise the Code of Federal Regulations, Chapter 12, Subchapter B—Records Management (parts 1220-1249) to support the transition to fully electronic recordkeeping with modern records formats. NARA will continue to provide guidance as agencies digitize federal records according to NARA standards. NARA will continue to work with the General Services Administration to create solutions and services supporting federal electronic records management (ERM) requirements.

Performance summary: In FY 2025, NARA's regulation work continued with the development of a draft revision to [36 CFR Part 1236 Subpart E-Digitizing Permanent Federal Records](#). The draft updates and simplifies the existing standards for paper and photographic prints, and adds digitization standards for film and audiovisual records. In FY 2025, NARA completely revised [Guide to Inventorying, Scheduling, and Disposition of Federal Records](#) and created a new [Records Scheduling and Appraisal website](#). The new guide provides updated guidance focused on inventorying, scheduling, appraising, and disposition of records in a digital recordkeeping

environment. It also includes a new guide to assist agencies in writing machine-implementable record schedules to aid in the automation of records management. In FY 2025, NARA provided [records management resources for agencies undergoing reorganization or other major changes](#).

Maximize NARA’s Value to the Nation - Objective 3.2: By 2026, NARA will reduce the time it takes to start complex Freedom of Information Act (FOIA) requests for unclassified records.

Description of measure: NARA is committed to reducing wait times for responses to Freedom of Information Act (FOIA) requests. These requests involve internal records and the five million cubic feet of archival records held by NARA, which often include personally identifiable information (PII) not available to the public.

While NARA typically responds to most FOIA requests within the statutory 20 days, complex requests can take up to eight years due to the need for extensive review and redaction of sensitive information. To address this, NARA aims to modernize its processes, deploy new tools, and add resources to increase the volume of records reviewed. NARA will also enhance business processes in declassification and the release of classified records.

Performance Measure	Year	2021	2022	2023	2024	2025
Number of pages of paper records digitized at Clinton Library. (Final target 70M) (cumulative)	<i>Target</i>	—	—	10M	30M	6M
	<i>Actual</i>	—	4.7M	4.9M	5.2M	5.4M
Number of pages of paper records digitized at Bush 43 Library. (Final target 50M) (cumulative)	<i>Target</i>	—	—	10M	30M	550K
	<i>Actual</i>	—	—	281K	298K	348K
Number of pages of paper records digitized at Obama Library. (Final target 21M) (cumulative)	<i>Target</i>	—	—	—	—	10M
	<i>Actual</i>	—	—	—	—	10.8M

Performance summary: NARA’s primary approach to modernizing the FOIA process is to digitize analog records to permit electronic search and processing and to explore, acquire, and apply modern technologies, such as artificial intelligence and machine learning (AI/ML), to expedite processing and response. In FY 2024, NARA began the digitization of analog records of former President Barack H. Obama. In FY 2025, NARA began to create the means of ingesting and processing digitized records in the Electronic Records Archives for the George W. Bush, Barack Obama, Donald J. Trump, and Joseph R. Biden Presidential Libraries, and subsequent administrations. Once digitized, NARA can more effectively apply technology to support review and redaction to expedite NARA’s responses to FOIA requests for these records.

Maximize NARA’s Value to the Nation - Objective 3.3: By 2026, NARA will advance existing physical and intellectual controls for the agency’s holdings to enable digital preservation risk planning and risk mitigation in a trustworthy repository and ongoing access to electronic records.

Description of measure: NARA must have a comprehensive system in place to assess the preservation risk of record holdings and take action to mitigate that risk so that NARA records—in traditional (analog), digitized, and born-electronic formats—are protected and remain available to the public in perpetuity. NARA has already established expertise in preserving records in traditional (analog) formats and is committed to the continued preservation of these records as well. NARA has created a digital preservation framework that established a comprehensive plan for preserving NARA’s electronic and digitized records; however, NARA requires additional investment to implement risk assessments and risk mitigation strategies for these records.

Performance Measure	Year	2021	2022	2023	2024	2025
File Format & MIME Types successfully identified for ERA 2.0 (cumulative)	<i>Target</i>	—	—	—	10%	25%
	<i>Actual</i>	—	—	—	0	
Digital content managed in ERA 2.0 (in TBs)	<i>Target</i>	—	100	150	225	340
	<i>Actual</i>	100	103	108	130	193
Numbers of files managed in ERA 2.0 (in millions)	<i>Target</i>	—	—	30	45	68
	<i>Actual</i>	18.4	18.5	19.3	21	23.7

Performance summary: ERA 2.0 engages federal records managers in modern electronic recordkeeping, allowing them to manage records schedules and transfer requests while serving as the primary digital repository for NARA’s born-electronic and digitized records. While the scheduling and transfer request forms and workflow component are widely used across the federal government, progress in ingesting records has been hindered by limitations in the system’s abilities to upload and process records in a scalable manner.

NARA continues to face challenges in implementing reliably scalable upload capabilities in ERA 2.0, so while staff uploaded more records in FY 2025 than in any previous year, the agency continues to face limitations in uploading all records into the system. Despite these challenges, NARA continued its success using interim, cloud-based storage, staging more than 100 million files comprising over 5,000 TB, in replicated, safe storage for future ingestion into ERA 2.0. In FY 2026, NARA will focus on enhancing upload capabilities to bring much-needed improvements to the agency’s ability to bring in records at scale to the ERA 2.0 digital repository. In FY 2025, NARA digital preservation efforts focused on refining its preservation framework, including updating file format information for hundreds of the electronic record formats in NARA custody. Plans for implementing automated file format characterization in ERA 2.0 remain paused as the focus for system development remains on upload and ingest capabilities.

Build our Future through our People

Build our Future through our People is our commitment to provide all our employees with

learning and leadership opportunities necessary to successfully transition to a digital environment, support career development, and become the next generation of leaders.

Build our Future through our People - Objective 4.1: By FY 2026, NARA will foster a culture that encourages civil interaction and allows employees to feel connected to the agency’s mission and contribute to their full potential.

Description of measure: NARA must have a cadre of skilled leaders in both supervisory and non-supervisory positions to fulfill the agency’s mission and effectively transition to a fully electronic environment. Effective coaching is a critical success factor in building a workplace culture of strong organizational and individual performance, employee development, and working relationships. NARA invests in leadership development activities to ensure the agency has a pool of competent leaders with appropriate technical skills and experience.

Performance Measure	Year	2021	2022	2023	2024	2025
Provide training opportunities in effective coaching for new supervisors. (cumulative)	<i>Target</i>	—	70%	85%	90%	95%
	<i>Actual</i>	—	88%	87%	89%	100%
Provide training opportunities in effective coaching for all supervisors and team leads. (cumulative)	<i>Target</i>	—	Baseline	10%	30%	35%
	<i>Actual</i>	—	6.6%	6%	18%	48%
Provide internal and external individual and group coaching services to employees at all grade levels. (cumulative)	<i>Target</i>	—	1%	5%	10%	15%
	<i>Actual</i>	—	1.2%	1.7%	17.5%	21.4%

Performance summary: During FY 2024, NARA offered group and individual coaching opportunities for all employees, including executives. Coaching was integrated into the Supervisors’ Development Program to train new supervisors in coaching skills. NARA transitioned group coaching to an evidence-based model of wellbeing and partnered with the Internal Revenue Service to offer individual coaching, developing a method to a methodology to evaluate its effectiveness.

In FY 2025, NARA offered group and individual coaching during quarter one, in addition to Supervisors’ Development Program coaching for new supervisors. NARA will look for opportunities to integrate coaching across developmental programs to further support professional development.

Build our Future through our People - Objective 4.4: By FY 2026, NARA will foster a culture that encourages civil interaction and allows employees to feel connected to the agency’s mission and contribute to their full potential.

Description of measure: NARA must provide all employees with a safe and supportive work environment. NARA is committed to the fair treatment of employees. NARA promotes collaborative, civil interactions and has established expectations for civility in the workplace.

NARA will create a workplace culture that fosters excellence and provides service to the American people. NARA will continue to provide visible leadership support for workplace culture programs. NARA will promote cross training opportunities to further align our personnel resources to functions that optimize NARA's mission.

Performance summary: NARA completed a data study targeted towards improving performance culture. Data was assessed on employee discipline from FY 2021 to FY 2023, identifying opportunities for policy and process improvements. To better understand the data, NARA surveyed and conducted focus groups with supervisors across the agency. Based on this analysis, 13 recommendations were identified for potential improvements and enhancements to the disciplinary process. This includes opportunities for additional training and guidance as well as improving transparency and communication.