

## 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>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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

<b>Performance Measure</b>	<b>Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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 <a href="https://www.archives.gov">Archives.gov</a> 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.

<b>Performance Measure</b>	<b>Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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.

<b>Performance Measure</b>	<b>Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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.

<b>Performance Measure</b>	<b>Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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.

<b>Performance Measure</b>	<b>Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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.

<b>Performance Measure</b>	<b>Year</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
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/>.