

**NATIONAL MEDIATION BOARD
FISCAL YEAR 2027
CONGRESSIONAL BUDGET REQUEST**

APRIL 3, 2026



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EXECUTIVE SUMMARY

Statutorily authorized by the Railway Labor Act (RLA), the National Mediation Board (NMB) presents its justification supporting the Fiscal Year (FY) 2027 budget request. This budget outlines the NMB's request of \$14,306,000.

NMB is a micro-agency (40 FTE's) with a mission to deliver critical services to approximately 100 commercial airlines and over 500 railroads and their unions. In FY 2026, NMB accepted jurisdiction of space delivery services from the National Labor Relations Board. NMB's statutorily required mission areas of representation, mediation, and arbitration serve to facilitate harmonious labor relations in our Nation's essential airline and rail transportation networks protecting interstate commerce for the economy, national defense, and taxpayers.

NMB's FY 2027 budget request includes \$8,650,000 for personnel compensation and benefits, and \$900,000 for referees who conduct mandated statutory arbitration in the railroad industry. Additionally, this request includes \$400,000 for Presidential Emergency Boards (PEBs) in the event mediation is unsuccessful and one of the parties to the dispute refuses arbitration. PEBs issue recommendations for settlement of disputes in the negotiations of new or existing collective bargaining agreements to avoid the interruption of interstate commerce by strikes and/or lockouts. The remaining \$4,356,000 of this request includes the additional expenses necessary to fulfill the Agency's mission and statutory requirements.

NMB stakeholders support an update to the Agency's electronic voting system (EVS). The transient nature of airline and rail workers requires a voting system that meets the needs of a mobile workforce. Developed to comply with government cybersecurity requirements, the system will allow internet and telephonic voting to determine representation and decertification elections. This budget request supports an EVS that promotes employee free choice and also resolves representation disputes securely and efficiently.

NMB continues to make programmatic changes to streamline processes and focus on mission critical, statutory requirements. This included a reorganization and reduction in force, streamlining information technology (IT) contracts, and examining practices to ensure the most efficient use of taxpayer dollars.

Respectfully,

Loren Sweatt

Loren Sweatt
Chairman

NATIONAL MEDIATION BOARD STATUTORY MISSION

Railway Labor Act and NMB Functions

The National Mediation Board was established by a 1934 amendment to the Railway Labor Act of 1926. With the stated Constitutional purpose to protect interstate commerce of railroads, the Act was expanded in 1936 to cover the airline industry. NMB performs a key role in achieving the principal purpose of the Act: “to avoid any interruption in commerce or to the operation of any carrier engaged therein” by assisting the carriers and their employees in their duty under the Act to “exert every reasonable effort” to settle disputes. The Board’s principal statutory mission is to:

1. Facilitate the resolution of disputes in the negotiation of new or revised collective bargaining agreements;
2. Ensure employee rights of self-organization, without interference, when representation disputes exist, and;
3. Provide for the prompt and orderly settlement of disputes growing out of minor disputes or out of the interpretation or application of agreements covering rates of pay, rules, or working conditions.

Agency Goals

- Promote the amicable resolution of disputes between carriers and employees by providing conflict prevention and resolution services, including both traditional mediation and alternative dispute resolution, while encouraging labor peace to successfully facilitate collective bargaining in the airline and railroad industries.
- Deliver, through the prompt investigation of representation disputes among rail and air employees, definitive resolution of employees’ representation status for collective bargaining purposes.
- Improve and strengthen the NMB’s systems and processes for resolving disputes concerning the interpretation or application of a collective bargaining agreement (known as “minor disputes”) in the air and rail industries.
- Improve agency management to advance financial performance, expand e-government applications, and demonstrate the link between budget planning and agency performance.

APPROPRIATION LANGUAGE

National Mediation Board Salaries and Expenses

For expenses necessary to carry out the provisions of the Railway Labor Act, including emergency boards appointed by the President, \$14,306,000. (Department of Labor, Health and Human Services and Education, and Related Agencies Appropriations Act, 2027).

NMB's Appropriation's History

Fiscal Year	Budget Request to Congress (\$)	House Allowance (\$)	Senate Allowance (\$)	Final Appropriation (\$)	Public Law Citation
2012	13,961,000	13,436,000	13,436,000	13,410,606	112-74
2013	13,530,000	13,411,000	14,411,000	12,709,000	113-6
2014	13,347,000	N/A	13,384,000	13,116,000	113-32
2015	13,227,000	13,108,734	13,108,734	13,227,000	113-235
2016	13,230,000	13,230,000	12,600,000	13,230,000	114-113
2017	13,300,000	13,300,000	13,800,000	13,800,000	115-31
2018	13,205,000	13,500,000	13,800,000	13,800,000	115-141
2019	13,205,000	13,800,000	13,800,000	13,800,000	115-245
2020	13,800,000	15,800,000	N/A	14,050,000	116-94
2021	13,900,000	14,300,000	N/A	14,300,000	116-260
2022	14,542,000	N/A	N/A	14,729,000	117-103
2023	15,113,000	15,113,000	15,113,000	15,113,000	117-328
2024	15,601,000	N/A	N/A	15,113,000	118-47
2025	15,113,000	15,113,000	15,113,000	15,113,000	119-4
2026	14,300,000	14,300,000	15,113,000	15,113,000	119-75
2027	14,306,000	TBD	TBD	TBD	TBD

SUMMARY OVERVIEW

National Mediation Board

The National Mediation Board requests \$14,306,000 for total program expenses for FY 2027 to perform the statutory mandates of managing representation issues and resolving major and minor labor disputes in the airline and railroad industries. This budget request provides an overview of the RLA and the functions of the NMB. It also provides information on the resources needed for the Board to accomplish its strategic and performance goals.

OVERVIEW (Budget and Personnel, by fiscal year)

Budget Summary

2025 Enacted Level	\$15,113,000
2026 Enacted Level	\$15,113,000
2027 Request Level	\$14,306,000

Personnel Count Summary (FTE's)

2025 Enacted Level	51
2026 Enacted Level	40
2027 Request Level	40

PROGRAM AND FINANCING SCHEDULE

(In Thousands of Dollars)

Obligations by Program Activities	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
Mediation Services	\$8,850	\$8,850	\$8,506
Representation Services	\$2,750	\$2,750	\$2,600
Arbitration Services	\$3,113	\$3,113	\$2,800
Emergency Boards	\$400	\$400	\$400
Total Obligations	\$15,113	\$15,113	\$14,306
Budgetary Resources Available for Obligation			
New budget authority (gross)	\$15,113	\$15,113	\$14,306
New obligations	(\$15,113)	(\$15,113)	(\$14,306)
Unobligated balance, expiring	\$0	\$0	\$0
New Budget Authority (Gross), Detail:			
Appropriation	\$15,113	\$15,113	\$14,306
Appropriation permanently reduced	0	0	0
Appropriation (total discretionary)	\$15,113	\$15,113	\$14,306
Net Budget Authority and Outlays:			
Budget Authority, gross	\$15,113	\$15,113	\$14,306
Actual Offsetting Collections	0	0	0
Recoveries of Prior Year Paid Obligations	0	0	0
Budget Authority (net)	\$15,113	\$15,113	\$14,306
Outlays (net)	\$14,450	\$14,450	\$13,756

Personnel Summary

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
Total # of Full-Time Employees (FTE)	51	40	40
Full-Time Permanent	45	34	34
Full-time Other	6	6	6
Average GS Grade	13.9	14.0	14.1
Average GS Salary	\$148,000	\$154,500	\$156,000
Senior Executive Service (SES)	2	2	2
Average SES Salary	\$204,000	\$207,000	\$209,600
Executive Level Positions (NMB Board)	3	3	3
Average Salary of Executive Level positions			
Level 3, Chairman	\$168,400	\$168,400	\$168,400
Level 4, Board Members	\$158,500	\$158,500	\$158,500

BUDGET OBJECT CODE CLASSIFICATION

(In Thousands of Dollars)

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
Personnel Compensation & Benefits			
Full-time permanent Salaries	\$6,500	\$6,650	\$6,650
Civilian Benefits	\$2,000	\$2,000	\$2,000
Total Personnel Compensation & Benefits	\$8,500	\$8,650	\$8,650
Arbitrator Referee Payments	\$1,450	\$900	\$900
Travel & Transportation of Persons	\$218	\$300	\$300
Transportation of Things	\$2	\$2	\$2
Rental Payments to GSA	\$1,293	\$1,293	\$725
Communications, Utilities, and Misc. Charges	\$100	\$100	\$100
Printing & Reproduction	\$15	\$15	\$15
Contractual & Other Federal Services	\$3,045	\$3,363	\$3,089
Supplies & Materials	\$70	\$70	\$75
Equipment	\$20	\$20	\$50
Subtotal, Obligations	\$14,713	\$14,713	\$13,906
Presidential Emergency Boards (PEB's)	\$400	\$400	\$400
Total Obligations	\$15,113	\$15,113	\$14,306

DETAILED EXPLANATION OF CHANGES

BY OBJECT CLASS FOR FISCAL YEARS 2027 & 2026

National Mediation Board
(In Thousands of Dollars)

Personnel Compensation and Benefits & Arbitrator Referee Payments

FY '26	FY '27	Net Change
\$9,550	\$9,550	\$0

The personnel category provides funding for salaries and benefits of the Federal career staff along with the government's share of the current federal retirement system (FERS), Medicare, and the Thrift Savings Plan.

NMB's request of \$9,550 includes \$8,650 for 40 career staff and \$900 for payments for arbitration referees' work. These funds support salary compensation for the Office of the Board, the three program areas (Arbitration, Mediation, and Legal Representation) and the three support areas (Administration, Fiscal Services, and Information Services).

Travel and Transportation of Persons

FY '26	FY '27	Net Change
\$300	\$300	\$0

This category will fund the travel expenses of Board Members, Mediators, Attorneys, Arbitration Referees, other NMB staff travel, and local transportation costs for the entire Agency.

Transportation of Things

FY '26	FY '27	Net Change
\$2	\$2	\$0

The requested amount will cover the cost of commercial courier services used by NMB staff.

Rental Payments to GSA (Rent)

FY '26	FY '27	Net Change
\$1,293	\$725	\$-568

This category covers the amount paid to the General Services Administration (GSA) to lease NMB’s office space in Washington, D.C., and annual taxes. In addition, the cost of leasing office space in Chicago from the National Railroad Adjustment Board is in this category. These are fixed costs to the NMB.

The reduced expense that is estimated in FY 2027 is due to the NMB’s expected D.C. office relocation and space reduction in 2026.

Rent, Communications, and Utilities (RCU)

FY '26	FY '27	Net Change
\$100	\$100	\$0

This category covers funds for the use of commercial, local, and long-distance telephone services, and payment to GSA for after-hours utilities.

Printing and Reproduction

FY '26	FY '27	Net Change
\$15	\$15	\$0

This category covers non-Government Printing Office (GPO) printing, reproduction, binding, and related composition operations of the Board.

Other Services

FY '26	FY '27	Net Change
\$3,363	\$3,089	\$-274

This category provides funding for a wide range of commercial and government services. These services include maintenance contracts on all general and information management equipment, Information Technology (IT) licenses, cybersecurity

activities, commercial database access, payments for systems development and support, electronic voting system, Arbitrator Workspace system, audits, legal consulting services, and training. This category also provides funding to support services for the agency's accounting, procurement, human resources, information technology, and records management mandates and activities, and all other government interagency agreements, including support for OPM's Human Resources Information Technology (HRIT) 2.0 initiative.

Supplies and Materials

FY '26	FY '27	Net Change
\$70	\$75	\$+5

This category provides funding to purchase general supplies, including IT.

Equipment

FY '26	FY '27	Net Change
\$20	\$50	\$+30

This category provides for the equipment needs of the Agency including hardware and software for information technology requirements, telecommunication equipment, as well as any office furniture purchases. The slight increase is for office relocation related purchases.

Presidential Emergency Board

FY '26	FY '27	Net Change
\$400	\$400	\$0

This category funds Presidential Emergency Boards (PEB) in which NMB compensates members appointed by the President to resolve disputes. The object class breakout is determined once the Board is enacted. Based upon historical knowledge, funds can be obligated in personnel compensation, travel, rent, court reporters, communication, and other services.

TOTAL FOR ALL OBJECT CLASSES
\$15,113 / \$14,306

PROGRAM DESCRIPTIONS

OFFICE OF THE BOARD

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation and Benefits	\$1,100
FTE	7

The three Presidentially appointed-Senate Confirmed Board Members of the National Mediation Board oversee the mediation of collective bargaining disputes, and by quorum they are statutorily responsible for determining whether and when to release the parties so they may engage in self-help. If the Board Members determine that a labor dispute potentially threatens interstate commerce, the Members must notify the President. Additionally, the Members are responsible for overseeing the results of representation elections, and for all representation policy decisions, including, but not limited to, jurisdiction, merger issues, system and craft or class issues, or election interference. The Board Members also oversee the funding of the arbitration of disputes over the interpretation of collective bargaining agreements in the rail industry.

The Board Members provide overall leadership and strategic direction for the entire Agency. Oversight and administration of specific functions are delegated to the departmental directors and the General Counsel. The departmental directors and General Counsel direct the program areas, which include the offices of: Mediation Services (OMS), Legal Affairs (OLA), and Arbitration Services (OAS). The departmental directors also direct the operation support offices of the Agency including, the Office of Administration (OA), the Office Fiscal Services (OFS), and the Office of Information Services (OIS).

PRESIDENTIAL EMERGENCY BOARDS

Overview

When the NMB determines that a collective-bargaining dispute cannot be resolved in mediation, the Agency proffers Interest Arbitration to the parties. Either labor or management may refuse the proffer and, after a 30-day cooling-off period, implement new contract terms, engage in a strike, or engage in other types of economic self-help, unless a Presidential Emergency Board (PEB) is established. RLA Section 159a provides the emergency procedures for unresolved disputes involving publicly funded and operated commuter railroads. RLA Section 160 covers all other railroads and airlines.

If the NMB determines, pursuant to RLA Section 160, that a dispute threatens to substantially interrupt interstate commerce to a degree that will deprive any section of the country of essential transportation service, the NMB notifies the President. The President may, at his discretion, establish a PEB to investigate and report upon such dispute. Status-quo conditions must be maintained throughout the period that the PEB is impaneled and for 30 days following the PEB report to the President. If no agreement is reached, and there is no intervention by Congress, the parties are free to engage in self-help (strike or lock out) 30 days after the PEB reports to the President.

Apart from the emergency board procedures provided by Section 160 of the RLA, Section 159a, provides special, multi-step procedures for commuter railroads. If the mediation procedures are exhausted, the parties to the dispute or the Governor of any state where the railroad operates may request that the President establish a PEB. If no settlement is reached within 60 days following the creation of the PEB, the NMB is required to conduct a public hearing on the dispute. If there is no settlement within 120 days after the creation of the PEB, any party or the Governor of any affected state, may request a second, final-offer PEB. No self-help is permitted pending the exhaustion of these emergency procedures.

Overview of FY 2025

Spanning FY 2024 and 2025, two PEBs were established under RLA Section 159a to address the dispute between New Jersey Transit Rail Operations and the Brotherhood of Locomotive Engineers and Trainmen. Parties received PEB 251's report on August 23, 2024. When no resolution was reached, PEB 252 was established and the Parties received the report on January 20, 2025. The Parties resolved the dispute in May 2025 after reengaging with the NMB's mediation services.

In FY 2025, the President established PEB No. 253, the first of two statutorily-provided PEBs involving a dispute between the Long Island Rail Road and its employees represented by the Brotherhood of Locomotive Engineers and Trainmen,

the Brotherhood of Railroad Signalmen, the International Association of Machinists and Aerospace Workers, the International Brotherhood of Electrical Workers, and the Transportation Communications Union. The PEB convened in FY 2026 and the parties received the report on October 17, 2025. When no resolution was reached, the President established a second PEB under the provisions of RLA Section 159a. PEB 254's report is due on March 16, 2026.

Forecast for FY 2026 and FY 2027

NMB uses historic bargaining patterns to project the number of PEBs that may be established in a fiscal year. Estimates are based upon the status of mediation between the parties in the bargaining process, the age of cases, and the degree of economic impact of any dispute.

This chart reflects the actual PEB numbers for FY 2025 and estimated PEB numbers for FY 2026 and FY 2027.

	FY 2025 Actuals	FY 2026 Estimated	FY 2027 Estimated
Emergency Board Sec. 160	0	1	1
Emergency Board Sec. 159A	2	2	1

OFFICE OF MEDIATION SERVICES

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation & Benefits	\$2,350
FTE	11

Mediation Overview

The Office of Mediation Services manages statutory mediation of collective bargaining disputes mandated under RLA Section 5, known as "major disputes," applicable to both the airline and railroad industries. The RLA requires labor and management to "exert every reasonable effort" to make and maintain collective bargaining agreements, avoiding interruption of interstate commerce. RLA contracts do not expire and are negotiated at their amendable date.

Once amendable, direct negotiation between the parties commences in an effort to conclude a new collective bargaining agreement, or to narrow their differences. The parties must provide notice to each other of their proposals for new or revised

terms and conditions of work before engaging the NMB.

When parties fail to reach agreement during direct negotiations, one or both parties apply to the NMB for mediation. Following receipt of an application, the NMB promptly assigns a mediator to assist the parties in reaching a ratifiable agreement.

Recent Mediation Highlights

In FY 2025, 28 mediation cases resulted in ratified collective bargaining agreements resolving disputes for pay, rules, and conditions of work. Recent challenges at the bargaining table include adjusting to capacity reductions in the passenger airline industry due to changes in aircraft delivery schedules. The airline and rail industries continue to adjust to shifting cargo demands, potential mergers and bankruptcy filings. Commuter rail has experienced funding challenges. Several carriers have made major adjustments to business plans during the bargaining period. Corporate takeover attempts have occurred in both the air and rail industries. These factors contribute to a dynamic collective bargaining environment with shifting priorities.

Ratified agreements were reached with the flight attendants at Alaska Airlines, Sun Country, and Eastern Airlines as represented by the Association of Flight Attendants (AFA). Agreements were reached with the clerical workers at Air India and the radio operators at ARInc as represented by the International Brotherhood of Teamsters (IBT), as well as the Office and Professional Employees Internal Union (OPEIU) represented instructor pilots at Air Methods.

At the Class 1 freight carriers, mediated agreements were reached for train and engine service employees represented by the Sheet Metal, Air, Rail, and Transportation Workers-Transportation Division (SMART-TD) with BNSF and Union Pacific.

At Class 2 and 3 freight carriers, mediation was successful at Point Comfort and Northern Rail Road for employees represented by the United Steel Workers (USW), at Florida Gulf and Atlantic Railroad and Coos Bay Rail Line with the Brotherhood of Locomotive Engineers and Trainmen (BLET), at Alabama State Docks, Atlantic Gulf Railroad, Escanaba and Lake Superior Railroad, and Iowa Interstate Railway with SMART-TD, and with Railway Engineering Services and the Brotherhood of Maintenance of Way Employees Division (BMWED).

Among commuter railroads, New Jersey Transit and the BLET reached agreement after almost 5 years in mediation and two PEBs. Metro-North Railroad reached a mediated agreement with the Transportation Workers Union (TWU) and the International Brotherhood of Electrical Workers (IBEW). Keolis and Transit America Services reached agreement with SMART-TD and BLET reached agreement with the Northern Indiana Commuter Transit District.

The Long Island Rail Road agreed to a contract with the International Railway Supervisors Association (IRSA) but was released to a thirty-day cooling-off period with five other unions; BLET, BRS, IBEW, IAM, and the Transportation Communications Union (TCU). The release followed an NMB proffer of interest arbitration that was declined by the unions after 19 months in mediation. A Presidential Emergency Board (PEB) was subsequently established on September 18, 2025 (Refer below to "Release from Mediation, Self-Help, and Presidential Emergency Boards").

Amtrak and SMART-TD yardmasters also reached an agreement.

MEDIATION CASES	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate	FY 2021 - FY 2025 Five Year Average
Cases Pending Start	50	42	39	51
Cases Docketed	20	31	34	30
Sum	70	73	73	80
Cases Closed	28	34	30	31
Cases Pending End	42	39	43	49

Chart reflects the mediation case numbers for FY 2025–FY 2027, and the five-year average, FY 2021 – FY 2025.

Forecast

NMB continually monitors ongoing direct negotiations to anticipate mediator workload. The FY 2027 estimates are based on continuing mediation cases, as well as amendable dates for other CBAs. These estimates also consider the historical average length of NMB mediation cases and ongoing cases.

Mediation continues between FedEx and the Air Line Pilots Association, Int'l (ALPA), following a failed tentative agreement. ALPA is also in mediation with Air Transport International, Frontier Airlines, and Western Global Airlines. The IBT is in mediation for pilot agreements with Allegiant Airlines, Omni Air International, and Northern Air Cargo. UPS Pilots represented by the Independent Pilots Association (IPA) are engaged in mediation. Several major airlines will have their employee groups become amendable in FY 2026.

Flight attendants represented by the Association of Flight Attendants (AFA) continue in mediation with United Airlines. Mediation continues with Frontier, Avelo, PSA, Air Wisconsin, Omni Air International, ATI, and Horizon. Mechanics represented by the Aircraft Mechanics Fraternal Association (AMFA) are in mediation at Sun Country and Spirit Airlines. Derivative carriers Allied Aviation Services and Lufthansa Technik Puerto Rico continue to mediate with the International Association of Mechanics and Aerospace Workers (IAM).

Alternative Dispute Resolution

In addition to statutory mediation and arbitration services under RLA Sections 3 and 5, the NMB provides Alternative Dispute Resolution (ADR) services with the primary goal of assisting the parties in learning and applying more effective, less confrontational methods for resolving disputes, mainly through grievance mediation (GM). Another goal is to help the parties resolve more of their own disputes without outside intervention. Grievance mediation may remain open to address a docket of claims or grievances at each session and work them to conclusion. On any given property, one grievance may represent hundreds of claims so the resolution of one grievance can significantly reduce the number of claims and grievances that might otherwise move to arbitration.

GM is a successful tool in both air and rail sectors. Activity in the rail sector in particular has grown with the ADR Ambassador Program, pairing a Mediator with a specific rail carrier and its unions to advance alternatives to arbitration. By enabling and enhancing communication and understanding of issues, grievance mediation also serves to resolve problems before they become grievances, helping to clarify issues to prevent obstacles in bargaining.

ADR CASES	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate	FY 2021 - FY 2025 Five Year Average
Cases Pending Start	36	36	33	46
Cases Docketed	13	22	25	22
Sum	49	58	58	68
Cases Closed	13	25	20	27
Cases Pending End	36	33	38	41

Chart reflects the ADR case numbers for FY 2025 – FY 2027, and the five-year average, FY 2021 – FY 2025.

Forecast

Increased stakeholder participation in the NMB’s ADR program is expected to continue. In terms of volume, active cases can meet quarterly or more frequently over extended periods to resolve dockets with up to several hundred minor disputes.

Release from Mediation, Self-Help, and Presidential Emergency Boards

NMB is statutorily required under the RLA to use its “best efforts” to bring about a ratifiable agreement for parties in major disputes. If such efforts are not successful,

the Board advises the parties of impasse and proffers binding interest arbitration as an alternative approach to resolving the remaining issues. If either party rejects the proffer, the parties are released from formal mediation. This starts a thirty-day cooling-off period, during which NMB continues to work with the parties to achieve a consensual solution to the dispute.

Until the end of the cooling-off period, a condition of status quo is in effect. Carriers are prohibited from changing existing rates of pay, rules, and working conditions. Unions are prohibited from engaging in job actions against the carrier. If an agreement is not reached at the end of thirty days, and the President does not establish an Emergency Board, the parties are free to exercise lawful self-help, which includes carrier-imposed working conditions including a lockout, or a strike by the union/organization.

In the event of a release from mediation for commuter rail carriers and the unions, a Presidential Emergency Board may be requested by either party to the dispute or the Governor of an affected state.

FY 2027 MEDIATION PERFORMANCE GOALS

Goal 1: Provide prompt and appropriate intervention and assistance for disputes involving pay, work rules, and working conditions.

NMB standards for processing and managing cases involving major disputes were consistently met in FY 2025 through strict adherence to agency policies and procedures on docketing, scheduling, and case management. Existing standards will be maintained while actively monitored for compliance and improvement in FY 2026. The Mediation Director is involved in cases as appropriate and works with mediators to ensure that best practices and appropriate techniques are utilized at the bargaining table. Sharing of knowledge between mediators and supervisor is regularly reinforced to make best use of agency resources. Mediator reports and case management plans are submitted promptly following sessions and tracked through quarterly reviews of cases older than one year with Board Members, to ensure that the Board is provided a status report and available to provide input as appropriate.

Goal 2: Pursue innovation in the delivery of mediation and alternative dispute resolution services.

NMB continues to provide services that are customized to management and union workers in the air and rail industries in ever-changing economic conditions. Through the refinement of sophisticated industry models, mediators can assist and guide parties in focusing on the economics, which are often a matter of contention, of contract proposals with consensus on costs. Proven methods such as interest-based bargaining are skillfully applied in scenarios that provide a negotiating environment with optimal chance of progress and success. Combining the experiences of the

mediation staff consistently uncovers new ways to refine, advance, and advocate strategies, techniques, and situational training to improve mediation and reach a successful outcome.

Goal 3: Improve efficiency and effectiveness of NMB programs by utilizing technological resources.

NMB continues to use technology for dispute resolution and offer it to parties to share information and contract language, and to discuss proposals. Virtual sessions have moved mediation processes along when scheduling challenges limit opportunities for in-person meetings.

Enhanced use of agency IT resources provides for timely communication of new and existing practices and policies institutionalized through electronic dissemination, retention, and organization. Inclusion of the Program Management Specialist (PMS) provides administrative and organizational support with the added benefit of assisting the Director in compliance and accountability. To ensure continuity and corporate memory, the PMS is also charged with the development and recording of workflows. Emphasis is placed on accurate electronic record keeping to assure data security with consistent filing and access to current and historical mediation cases.

OFFICE OF LEGAL AFFAIRS/REPRESENTATION

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation & Benefits	\$1,650
FTE	7

Representation Overview

RLA covered employees in the airline and railroad industries have the right to select a labor organization or individual to represent them for collective bargaining. Employees may also decline representation. An RLA representational unit is defined as a "craft or class," which consists of the overall grouping of employees performing particular types of related duties and functions. The selection of a collective bargaining representative is accomplished on a system-wide basis, which includes all employees in the craft or class anywhere the carrier operates in the United States. Due to this requirement and the employment patterns in the airline and railroad industries, the Agency's representation cases frequently involve numerous operating stations across the Nation.

If the statutory showing-of-interest requirement is met, the NMB continues the investigation with a secret ballot election. Only employees found to be eligible to vote by NMB are permitted to participate in elections. Uniquely, NMB election rules require carriers to ensure active duty military Reservists are provided the opportunity to vote, unlike NLRB elections. The NMB is responsible for determining RLA jurisdiction, carrier status in mergers, and for ensuring that the requirements for a fair election process have been maintained without “interference, influence, or coercion.” If the employees vote for union representation, NMB issues a certification which commences the carrier’s statutory duty to bargain with the certified representative.

In many instances, labor and management raise substantial issues relating to the composition of the electorate, jurisdictional challenges, allegations of election interference, and other complex matters which require careful investigation and ruling by NMB.

Representation Cases	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
Cases Pending at Start	10	9	6
Cases Docketed	33	34	35
Cases Closed	34	37	36
Cases Pending at End	9	6	5

Chart reflects the representation case numbers for FY 2025 – FY 2027.

Recent Representation Highlights

OLA’s Agency Representation program consistently achieves its performance goals, delivering outstanding services to the parties and the public. In FY 2025, OLA staff investigated and resolved 34 cases and also docketed 33 cases. In FY 2026, it is estimated that 34 representation cases will docketed and 37 will be resolved.

CASE SUMMARIES

Employee units seeking representation vary dramatically from as few as 2 to over 25,000. All representation cases require and receive neutral and professional investigations by the Agency. NMB ensures that the employees’ choice regarding representation is made without interference, influence, or coercion.

In FY 2026, the NMB made a single carrier determination for the combined carrier’s dispatchers, *Hawaiian Airlines/Alaska Airlines*, 53 NMB 3 (2026) and is conducting a representation election among the Mechanics and Related Employees. The NMB anticipates that the parties will seek agency support to address the representation consequences of this merger for all of the remaining combined carrier’s employees before the end of FY 2026.

OLA docketed 33 representation cases in FY 2025. Notably, several cases involve the merger of Hawaiian Airlines and Alaska Airlines. In *Hawaiian Airlines/Alaska Airlines*, 52 NMB 112 (2025), the Board first found that the merger had progressed sufficiently to be considered a single carrier for RLA representation purposes among the combined carrier's flight attendants. In *Hawaiian Airlines/Alaska Airlines*, 52 NMB 143 (2025), the Board made a single carrier determination for the combined carrier's pilots. It found the same for clerical, office, stores, and fleet service employees in *Hawaiian Airlines/Alaska Airlines*, 52 NMB 190 (2025) and for Mechanics and Related Employees in *Hawaiian Airlines/Alaska Airlines*, 52 NMB 195 (2025).

JURISDICTIONAL OPINIONS

In view of the National Labor Relations Act's (NLRA), 29 U.S.C. §152(2), specific exemption of employers covered by the RLA, the NLRB is expected to follow longstanding practice of referring cases to the NMB in instances where the jurisdictional issue is raised. In these cases, the NMB reviews the record provided by the NLRB and concludes in an opinion letter whether the employer in question is, in the NMB's opinion, covered by the RLA. The NLRB recently reinforced the use of the referral process to ensure NMB examines jurisdictional issues.

In FY 2026, the NLRB referred a case involving unfair labor practices (ULP) charges filed against SpaceX to the NMB. After the NLRB issued a complaint based on the ULP charges, SpaceX filed a lawsuit in federal district court to enjoin the NLRB's proceedings on constitutional grounds. SpaceX also filed a motion to dismiss the charges on jurisdictional grounds with the NLRB, arguing it was subject to the RLA. The NLRB denied SpaceX's motion to dismiss, pending a hearing on the ULP charges. NLRB and SpaceX filed a joint motion asking the Fifth Circuit to lift the stay on the ULP case for the limited purpose of referring the case to the NMB for an advisory opinion. The Fifth Circuit granted the motion.

In *Space Exploration Technologies, Inc.*, 53 NMB 29 (2026), NMB found that SpaceX is an air carrier within the meaning of the RLA. Initially, the NMB stated that the plain language of the statute does not limit RLA jurisdiction to traditional airlines, and the NMB has asserted jurisdiction over companies as technologies and markets have evolved. The NMB also noted that SpaceX's operations are regulated by the Federal Aviation Administration and it is engaged in transportation though both domestic and international airspace. Further, SpaceX holds itself out to the public as a common carrier for transporting payloads, cargo, and passengers. The NMB and the courts have long recognized that companies are common carriers even when they offer specialized services or offer services to a small segment of the population. Finally, the NMB noted that because SpaceX transports letters and packages as part of its contracts with the National Aeronautics and Space Administration it is a "carrier by air transporting mail for or under contract with the United States Government" as described in the RLA.

	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
Jurisdictional Opinions	5	7	7

Chart reflects the jurisdictional opinion case numbers for FY 2025 – FY 2027.

VOTING

Given the mobile nature of the workforce covered by the RLA, NMB historically used an internet and telephone voting system. This system improved voter participation and decreased the length of the voting period. The use of internet and telephone voting is supported by air and rail carriers, unions, and employees. The Board is working to design a new, safe, and secure electronic voting system (EVS) in compliance with all appropriate federal security standards.

In the interim, the NMB is using mail ballots. All parties involved in elections receive detailed instructions and guidance from OLA regarding mail ballot participation. All FY 2025 NMB elections were conducted by mail balloting while actively working on the design of a new electronic voting system. In FY 2025, the NMB conducted 25 representation elections. In FY 2026, the NMB has conducted tallies in six representation elections.

FY 2027 REPRESENTATION PERFORMANCE GOALS

Goal 1: Prompt investigation of representation disputes and definitive resolution of employees’ representation status for collective bargaining purposes.

In most cases, OLA responds to representation applications within two business days of receipt by the NMB; assigns an investigator within two business days of receipt of the application; determines showing of interest within 45 days of docketing an application; and issues a certification or dismissal the next business day after the ballot count. OLA has temporarily transitioned to mail ballot elections and conducted 25 mail ballot tallies in FY 2025. Work continues on the development of a new electronic voting system.

Goal 2: OLA staff provides prompt and efficient assistance to Presidential Emergency Boards.

All OLA staff members are trained on Emergency Board Procedures. OLA maintained continuous industry and agency communication at a level that provided for early preparation for potential Presidential Emergency Boards. In FY 2026, OLA Staff served as counsel to PEB 253 and 254. Spanning 2024 and FY 2025, OLA Staff

served as counsel to PEB 251 and PEB 252 established under Section 9a of the RLA, involving New Jersey Transit Rail Operations and its Locomotive Engineers represented by the Brotherhood of Locomotive Engineers and Trainmen.

Goal 3: Enhance outreach opportunities in the legal, labor relations, and alternative dispute resolution communities to better inform stakeholders about developments and increase the skills and experience of OLA employees.

OLA staff continues active stakeholder outreach. OLA continued to participate in intra-governmental initiatives as appropriate.

Goal 4: OLA maintains concise, relevant reference materials that are readily available to the public, and that reduce the number of man-hours used to research and respond to inquiries.

OLA conducts semi-annual reviews of the Representation Manual and agency website, updating where appropriate.

Goal 5: Expand the use of technology to further streamline and reduce costs in representation and interference investigations.

NMB continues to make progress developing a comparable electronic voting system internally. Representation elections continue to be conducted by mail-in ballot. OLA provides stakeholders with the option of in-person tallies or web-based video conferencing virtual tallies.

OFFICE OF ARBITRATION SERVICES

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation & Benefits	\$900
Arbitrator Referee Payments	\$900
FTE	4

Arbitration Overview

The RLA provides for both grievance and interest arbitration. Access to grievance arbitration, which involves the interpretation or application of an existing collective bargaining agreement, is mandatory under the RLA.

As mandated by the RLA, the Board has significant administrative responsibilities for the three forums for grievance arbitration in the railroad industry. The first of these forums is the National Railroad Adjustment Board (NRAB) established under the RLA. The other two forums are Public Law Boards and Special Boards of Adjustment, which are arbitration panels established directly by the labor-management parties on individual railroads. The NMB has substantial financial responsibilities for railroad arbitration proceedings in that it pays the fees and travel expenses of the arbitrators.

Grievance arbitration in the airline industry is accomplished at the various System Boards of Adjustment created jointly by airline labor and management. Airline arbitration is done without taxpayer funding, entirely at the parties' expense. The Board furnishes panels of prospective arbitrators for the parties' selection in both the airline and railroad industries upon request.

Arbitration decisions under the RLA are final and binding with very specific grounds for judicial review. These grounds are limited to: (1) failure to comply with the requirements of the RLA; (2) failure to conform or confine itself to matters within the scope of its jurisdiction; or (3) fraud or corruption by a member of the arbitration panel granting the award.

Interest Arbitration

Interest Arbitration is a process used to establish the terms of a new or modified collective bargaining agreement through arbitration, rather than through negotiations. Although the RLA provides an effective process for interest arbitration, its use is not statutorily required.

The RLA requires that NMB offer the parties the opportunity to use interest arbitration when the Board has determined that further mediation efforts will be unsuccessful because the parties are at an impasse. However, in that circumstance the parties can reject the offer to arbitrate. In addition, the parties may directly agree to resolve their collective bargaining dispute or portions of their dispute through interest arbitration. NMB generally provides the parties a slate of potential arbitrators from which they can select an arbitrator to resolve the dispute. In some instances, the parties' agreement to arbitrate allows the NMB to directly appoint an arbitrator. The interest arbitration decision is final and binding with very narrow grounds for a judicial appeal, such as fraud or corruption by a member of the arbitration panel.

Arbitration – RLA Section 3 Highlights

NMB continued its efforts to improve the arbitration of grievances under Section 3 of the RLA by ensuring: (1) parties receive timely and outstanding arbitration services from the Board's staff and its contract arbitrators; (2) efficient use of technology to achieve resolution; (3) procedures are improved through a process involving public input; (4) arbitrators schedule, hear, and decide cases in a timely manner; and (5) resources are used in accordance with Federal regulations and sound accounting practices.

The NRAB continues to use electronic procedures for filing Notices of Intent. Parties upload their submissions to a secure internet portal, with a link sent to the appropriate Arbitration Staff Assistant, who uses the secure link to download the submission and related case material to the appropriate docket file.

OAS continues its efforts in promoting a more efficient Section 3 process, and faster resolution of minor disputes (grievances). OAS monitors the grievance arbitration caseload and routinely recommends the use of alternative methods to resolve disputes such as grievance mediation, which is done in partnership with the Office of Mediation Services.

Subject codes identifying the type of grievance filed enables OAS to provide comprehensive arbitration data to the Section 3 community. Identifying the subject codes generating the most grievances serves to highlight developing trends, which may lead to more innovative solutions for the resolution of grievances. Current trends suggest that discipline cases constitute approximately 60% of cases docketed for arbitration. Discipline for Safety/Operating Rules and Attendance tend to lead all discipline cases. Scope cases, which refers to grievances regarding which craft or class should perform certain types of work, are also consistently in the top ten in terms of volume of grievances.

Removal of Non-Progressed and Over-Aged Cases: NMB continues the practice of removing over-aged cases from the NMB's case tracking system as key stakeholders have not prioritized these for arbitration. These are cases the parties have docketed but not assigned to an arbitrator. The parties must designate an arbitrator in every case before it can be funded. Cases that are docketed but not assigned to an arbitrator constitute an ongoing unfunded liability. Beginning in FY

2020, NMB began periodically reviewing aged cases and removing cases that are two years or older. The parties have the ability to re-docket any removed case for arbitration.

Arbitrator Productivity through Enforcement of the 60 Day, 90 Day, and 120 Day Rules: During this fiscal year, the NMB continues enhanced enforcement of the 60 Day, 90 Day, and 120 Day rules through the Arbitrator Workspace (AWS). When a case is assigned to an arbitrator, within 60 days, one of the three must be initiated, (1) the case must have been scheduled for a hearing, (2) the case must be heard by an arbitrator, or (3) the case must have been decided and the award submitted. If the case is scheduled for a hearing, the scheduled date must be within 120 days of the date of assignment. Once the case has been heard, the arbitrator must render the award within 90 days of the hearing. When an arbitrator enters the AWS, the arbitrator is now notified when assigned cases have not been progressed in accordance with these rules. The arbitrator must bring those identified cases in compliance with the deadlines before the system will permit them to open and work on new cases.

The Agency's website, NMB.gov, continues to serve as a valuable source of information for the Section 3 community. Arbitrators, parties, and the public use the website to easily obtain information and forms. The Arbitrator Caseload Report shows, by arbitrator, grievance cases of railroad employees the parties have agreed to pursue. It also indicates whether a case is late (i.e., a decision has not been rendered within 3 months after the case was heard by the arbitrator). The Arbitrator Caseload Report is linked to an NMB database reflecting updates as they are made in real time. The availability of information on the website increases stakeholder access to information in an efficient and timely manner. The NMB has also placed an NRAB Open Case Report on the website, providing access to open case information. Combined with the Arbitrators Caseload Report, the NMB's entire Section 3 caseload can be found on the NMB website.

Knowledge Store: The Knowledge Store continues to be a critical resource for labor and management advocates searching for arbitration decisions to support their advocacy. When fully executed awards are sent to OAS they are uploaded to the Knowledge Store. In many instances, valid awards are entered within 24 hours of completion, providing the parties timely information.

Arbitration Caseload Summary and Forecast

Arbitration Cases	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate	FY 2021 - FY 2025 Five Year Average
Cases Pending at Start	4,456	5,884	5,334	4,969
Cases Docketed	4,418	3,200	3,300	3,859
Cases Closed	2,990	3,750	3,800	3,659
Cases Pending at End	5,884	5,334	4,834	5,168

Chart reflects the actual arbitration case numbers for FY 2025, estimates for FY 2026 and FY 2027, and the 5-year average FY 2021-FY 2025.

FY 2027 ARBITRATION PERFORMANCE GOALS

Goal 1: Provide outstanding service delivery to internal and external customers.

OAS promptly responds to all questions and general inquiries from the Section 3 community, railroad and airline employees, NMB staff, and other government agencies.

Goal 2: Promote Efficient Use of Arbitration

OAS is working with OLA and OMS to examine and evaluate additional opportunities to increase the efficiency of Section 3 arbitration with a goal to reduce the arbitration case backlog and promote the efficient use of arbitration.

Goal 3: The Office of Arbitration Services will be a center of innovation in the resolution of “minor” disputes.

Subject codes are assigned to specific grievance categories. These are posted on the NMB website quarterly. This provides stakeholders transparency on the volume and types of cases to address issues before a dispute can arise.

OFFICE OF ADMINISTRATION

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation & Benefits	\$550
FTE	3

Administration

The Office of Administration (OA) provides daily operational and administrative support for NMB staff. These services include human resources management, property and space management, and general office support.

Recent Administration Highlights

Human Capital: OA continues to support agency-wide human resource functions and outreach to staff. The support staff stays abreast of policy changes and develops agency action plans for compliance with new Executive Orders and Memorandums. NMB continues its successful partnership with the Department of Interior – Interior Business Center as a shared service provider for personnel and payroll functions.

In 2025, QuickTime implementation occurred to provide a more efficient and accurate electronic time and attendance processing and reporting system. This system streamlines timesheet processes, increases transparency and reporting capabilities for managers, and affords staff real-time access to their timesheets and leave summaries.

Property and Space Management: OA continues its partnership with the General Services Administration (GSA) for space occupancy agreements for the statutorily required offices in Washington, D.C., and Chicago, IL, as well as both property management companies. In 2026 the Agency expects to relocate and downsize its Washington, D.C., office space to align with the USE It Act’s statutory requirements.

FY 2027 ADMINISTRATION PERFORMANCE GOALS

Goal 1: Provide outstanding service delivery to internal and external customers.

OA will respond to all requests for assistance or service from internal and external customers in a timely manner, and continue to be a central function and the liaison

office within the NMB to federal partners such as the Office of Personnel Management and the Office of Management and Budget.

Goal 2: Attract and retain a high-performing workforce with the technical and professional skills needed.

NMB works with the Department of Interior – Interior Business Center to ensure that each position description reflects the technical and professional skills needed for the job. OA works with the NMB Board to prioritize job vacancies to ensure NMB’s mission, goals, and objectives are met.

Goal 3: Ensure all OPM and GSA policies and procedures are followed.

NMB has diligently been following all protocols from OPM for personnel activities and programs. OA ensures all staff are properly aware of, trained, and in compliance with all Federal building policies, protocols, and procedures.

OFFICE OF FISCAL SERVICES

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation & Benefits	\$700
FTE	3

Fiscal Services Overview

The Office of Fiscal Services (OFS) provides fiscal management and leadership support for the National Mediation Board. These services include budget formulation and execution, accounting and financial reporting, audits, payroll, travel, contracting, and interagency agreements.

Recent Fiscal Highlights

In December 2025 the Agency received an unmodified “clean” audit opinion on its FY 2025 financial statements and notes. There were no findings.

NMB continues its successful partnership with the Bureau of Fiscal Services (BFS) for accounting and financial reporting requirements, contracting services, audit services, and E-travel. Using a federal Financial Management Line of Business Center of Excellence has significant benefits, including reduced overhead costs and FTEs, and shared knowledge of financial management practices throughout the Federal Government. Included in the services provided by BFS, NMB utilizes the

electronic contract writing system, PRISM, for the creation of purchase orders, contracts, and interagency agreements. This ensures compliance with all applicable rules and regulations governing federal procurement practices. In 2026, the Agency will transition its contracting portfolio to the General Services Administration (GSA).

In 2025, NMB fully implemented G-Invoicing, a federal system used to accept and receive interagency agreement services from other federal partners. This streamlines the entire agreement process from start to finish.

Through a contract with the GSA, NMB continued using the Concur Government Edition Travel Services as well as the SMARTPAY 3 contract for agency purchase and travel card accounts. Concur is a cloud-based expense and travel management software solution that provides an electronic process for travel authorizations, vouchers, and reimbursement to travelers, and reduces the overall per-ticket cost for travelers. NMB is prepared to transition to the new Go.gov federal travel system in 2026.

FY 2027 FISCAL SERVICES PERFORMANCE GOALS

Goal 1: Provide timely, efficient, and responsible stewardship of the NMB's fiscal resources.

NMB ensures that required financial reporting is prepared and submitted timely. Over 99% of payments have been made on time and accurately in FY 2025 and FY 2026, and all Office of Management and Budget financial reports and data collections in FY 2025 and FY 2026 have been submitted in a timely manner.

Goal 2: Ensure agency spending and budgets are transparent and provide the necessary support for each of the agency's missions throughout the entire fiscal year.

NMB works closely with the Office of Management and Budget on quarterly apportionment schedules, ensuring fiscal resources are managed and disbursed appropriately to support the mission. All budget data requests, SF-133's, and financial reports are submitted in a timely manner.

Goal 3: Ensure agency compliance with all Office of Management and Budget and Department of Treasury laws and regulations with respect to budget and financial reporting requirements, and implement proper internal controls.

NMB submitted all applicable financial reports, to date, and has continued to adhere to OMB Circulars A-11, A-123, and A-136. In FY 2025, the Agency received a "Green" scorecard from the U.S. Department of Treasury for various reporting and reconciliation requirements and analyses.

OFFICE OF INFORMATION SERVICES

Funding (in thousands) and FTE count	FY 2027 Request
Personnel Compensation & Benefits	\$1,250
FTE	5

Information Services Overview

The Office of Information Services (OIS) provides information technology leadership and support for the entire agency. These services include systems development; information technology operations; cybersecurity and information assurance; helpdesk and IT support; telecommunications; and records management.

Information Security: NMB significantly enhanced its information technology security by implementing various measures to meet federal IT security requirements and industry best practices. Notably, NMB staff deployed Secure Cloud Business Applications (SCuBA) controls for its cloud infrastructure environment.

Arbitrator Workspace System: NMB made enhancements to the Arbitrator Workspace System to improve the security and functionality of the system and provide accurate reporting to users. NMB will continue to make enhancements in the next fiscal year.

Virtual Private Network (VPN) System: NMB upgraded its VPN system to ensure service continuity and security.

NMB Knowledge Store: NMB staff continue to build and improve the public archive of information available through the NMB Knowledge Store. The NMB Knowledge Store contains over 150,000 searchable documents, to include arbitration awards, representation decisions, annual reports, PEB reports, and collective bargaining contracts.

Electronic Government: NMB provides electronic access to all its policies, and the Agency continues to use the NMB website to provide information to its stakeholders. The website provides access to stakeholders by posting NMB forms and other pertinent information. NMB continued to update the website to improve reliability and to implement security measures.

Compliance with Government-Wide Requirements and Mandates for FY 2026:

The National Mediation Board is subject to many of the Office of Management and Budget Memorandums, Cybersecurity and Infrastructure Security Agency (CISA) Binding Operational Directives (BODs), and subsequent federal mandates around Cybersecurity, HSPD-12, Multi-factor Authentication, FISMA, and Section 508. As a micro-agency with limited staff, many of these requirements must be met through the procurement of goods and/or contractual services.

FY 2027 Initiatives, Ongoing Projects, and Contracts

Below is a list of the NMB's contracts associated with Information Technology, Cybersecurity, Software, Maintenance, System Development, and Government Compliance:

- Help Desk Support Contract
- Program and Security Assessment Contract
- Arbitrator Workspace System Contract
- Mobile Device Management Tool
- Section 508 assessment tool
- Electronic Voting System
- PIV Card login contract
- Communication and IT office support contracts
- Email and Cloud Storage Contract
- Knowledge Store, NMB.gov, and Mediation Case Management System Support
- Software Licenses
- NARA Records Management
- Adobe Pro
- Cloud Backup Solution
- Security Awareness Training System
- Security Assessment Support Contract

FY 2027 INFORMATION SERVICES PERFORMANCE GOALS

Goal 1: Ensure compliance with regulations from the Cybersecurity and Infrastructure Security Agency and the National Archives.

OIS completed several actions related to Cybersecurity and Infrastructure Security Agency (CISA) Emergency Directives, as well as compliance with several actions related to the bi-annual Federal Information Security Modernization Act (FISMA) metrics. In FY 2027, NMB will continue to work to meet Electronic Records Management requirements. NMB's Budget request includes the funding to meet new

cybersecurity requirements, as well as existing cybersecurity and records management requirements.

Goal 2: Maintain and update internal policies.

NMB has updated the IT Security Policy and continues to refine operational procedures. NMB has reached a maturity level of 'Defined' in all 8 Function Domain areas as required by the Cybersecurity Framework.

Goal 3: Maintain hardware/software architecture and configuration.

NMB has implemented a remote tool to allow laptops and cellphones to be evaluated for security vulnerabilities and for laptop updates to be applied without end user intervention. NMB will continue implementation efforts to enable NMB cellphones to be updated without end user intervention.

Goal 4: Improve agency efficiency and public communications through cost-effective information and communications technology improvements, including implementing Enterprise Architecture (design, secure, and document) the emerging cloud, mobile, and other mechanisms.

NMB is assessing the legacy Mediation Case Management System. An Electronic Voting System is also in development. NMB will continue to ensure it is maintaining its configuration baselines on all endpoints and also manage its mobile devices and workstations.

Goal 5: Continue to ensure that NMB Information is secure while maintaining a government-leading information and communication technology program.

NMB maintains the agency's IT hardware and software to ensure compliance with IT rules and regulations as well as protection of agency information. In FY 2027, NMB will work to ensure that all systems meet Multifactor Authentication and Zero Trust Architecture requirements as required by Executive Order 14028, *"Improving the Nation's Cybersecurity."* NMB will also work to mature and maintain a Standardized Cybersecurity Vulnerabilities and Incident Response Program per OMB Memorandum M-20-32, as well as improve its IT logging, encryption, and enterprise Identity, Credential, and Access Management (ICAM) capabilities, consistent with OMB Memorandum M-19-17, OMB M-21-31, M-22-09 and Executive Order 14028.