NARA's Updated Strategic Plan Reaffirms Our Course

In 2000 we issued the first update of NARA's Strategic Plan. This year we transmitted the next update of that plan, Ready Access to Essential Evidence: The Strategic Plan of the National Archives and Records Administration, 1997–2008.

*T*hanks to the help received from our customers within and outside the Government, our key stakeholders, and members of our own staff, this update reaffirms the course we are taking toward achieving our 10-year plan.

While four of our goals remain essentially the same, we have added a new goal for electronic records to highlight the significance that these records have for our mission. For NARA to provide ready access to essential evidence, we must ensure that

1. Essential evidence is created, identified, appropriately scheduled, and managed for as long as needed.

2. Electronic records are controlled, preserved, and made accessible for as long as needed.

3. Essential evidence is easy to access regardless of where it is or where users are for as long as needed.

4. All records are preserved in an appropriate environment for use as long as needed.

5. NARA strategically manages and aligns staff, technology, and processes to achieve our mission.

This updated plan does several things.

It identifies achievements we have made, such as launching our new Internet-accessible catalog describing our holdings, opening the 1930 census records, and reopening the newly renovated Rotunda and re-encased Charters of Freedom.

The plan identifies efforts under way to meet objectives, such as our steps toward creating a viable Electronic Records Archives, implementing initiatives to redesign Federal records management, and making

Archivist Stephanie Oriabure assists researcher Terry Anderson with a document request at the George Bush Library in College Station, TX. (Photo by Brian Blake)

Archives specialist Katherine Vollen responds to researcher e-mail and assists a researcher at the National Archives Building in Washington, DC. (Photo by Roscoe George)

Using the National Archives and Records Administration

Fiscal Year 2003

Location	Researchers Microfilm	Researchers Other Records	Written Requests	Public Program Attendees	Museum Visitors
Washington, DC, Area	33,043	56,922	39,347	1,693	17,641*
Federal Register	—	—	1,357	—	—
Office of Regional Records Services					
Northeast Region (Boston)	13,512	1,344	2,457	681	—
Northeast Region (New York)	7,016	1,518	5,586	785	—
Northeast Region (Pittsfield)	5,220	—	977	113	—
Mid Atlantic Region (Philadelphia)	10,556	453	2,251	752	—
Southeast Region (Atlanta)	5,882	706	3,002	367	—
Great Lakes Region (Chicago)	6,313	404	4,398	148	—
Great Lakes Region (Dayton)	—	—	—	157	—
Central Plains Region (Kansas City)	4,285	375	2,422	449	—
Southwest Region (Fort Worth)	7,335	624	4,039	268	—
Rocky Mountain Region (Denver)	7,577	826	427	666	—
Pacific Region (Laguna Niguel)	8,943	446	1,694	1,125	—
Pacific Region (San Bruno)	7,918	1,569	2,442	257	—
Pacific Alaska Region (Anchorage)	2,464	403	400	117	—
Pacific Alaska Region (Seattle)	10,263	906	1,545	1,312	—
National Personnel Records Center	—	—	903,154	18	—
Regional Records Services Total	97,284	9,574	934,794	7,215	
Presidential Libraries					
Hoover	—	577	887	30,625	66,639
Roosevelt	—	1,442	3,075	15,629	96,782
Truman	—	431	2,093	4,129	105,471
Eisenhower	—	592	3,455	16,671	89,659
Kennedy	—	1,627	3,235	46,562	165,403
Johnson	—	1,092	2,630	15,960	206,910
Nixon	—	706	920	322	—
Ford	—	913	2,410	18,977	68,646
Carter	—	188	780	341	86,087
Reagan	—	470	350	29,287	130,387
Bush	—	243	2,110	48,738	151,501
Clinton	—	—	1,061	—	—
Presidential Libraries Total	—	8,281	23,006	227,241	1,167,485
NATIONWIDE TOTALS	130,327	74,777	998,504	236,149	1,185,126

*The Rotunda of the National Archives Building in Washington, DC, reopened to the public on September 18, 2003.

increasingly more of our records and services available to our customers through the Internet.

Our updated plan also accounts for the different world in which we work after September 11, 2001, with efforts identified for working closely with Federal agencies that create classified records and ensuring the security of NARA's information technology systems and facilities.

Our new plan also incorporates suggestions from Government and private industry on ways to better measure our results and the benefits customers want to realize.

Following are some performance highlights from 2003, organized by strategic goal.

Gary Posslet delivers a copy of the Federal Register *to Bonnie Fritts at NARA's Office of the Federal Register. (Photo by Alomha Morris)*

Improving Records Management

- We issued *Strategic Directions for Federal Records Management*, our roadmap for redesigning records management and partnering with Federal agencies to ensure that records management supports their business needs and archival records are preserved for future generations.

- We reengineered our *records lifecycle business processes*, the results of which provide a model upon which requirements for an Electronic Records Archives are being built.

- *The Electronic Records Management Initiative*, one of the President's 24 e-Government initiatives, is pro-

viding practical recordkeeping guidance and tools to Federal agencies for managing electronic records. This year, we added two new file formats that NARA can accept—scanned images of textual records and PDF files.

- Since 1999, *Targeted Assistance* has put NARA in partnership with more than 75 Federal agencies on more than 340 projects to help them resolve records management issues. To date, 238 of those projects have been successfully completed.

Meeting Electronic Records Challenges

- We took important steps toward building and acquiring an *Electronic Records Archives*, where the records of digital government will be managed, preserved, and made available to anyone, anywhere, at anytime. We completed the majority of the concept exploration phase and made refinements to the ERA acquisition strategy to support a 2004 contract award for design of the system.

- To meet an immediate need to provide direct access to electronic records for the first time ever, we launched the *Access to Archival Databases* system. This system provides researchers with online access to more than 50 million selected electronic records, created by more than 20 Federal agencies.

- We completed processing electronic records from the Ronald Reagan and George H.W. Bush administrations, and began processing nearly 30 million e-mail messages from the Clinton administration.

Expanding Opportunities for Access

- We began to roll out the data entry component of the *Archival Research Catalog* to our archival units nationwide. This system allows us to add more descriptive data to ARC. People who want to do research in ARC can now search nearly 600,000 descriptions and access more than 123,000 digital images. While this represents only about 20 percent of our holdings, we have set aggressive targets to get many more of our holdings described in ARC over the course of our Strategic Plan.

Records Center and Records Management Activities

Fiscal Year 2003

	Federal Agency Reference Requests	Federal Agency Requests for Appointments to Review Records	Records Management Training
Washington, DC, Area	**873,180**	**2,012**	**950**
Office of Regional Records Services			
Northeast Region (Boston)	355,685	1,152	202
Northeast Region (Pittsfield)	35,527	0	21
Northeast Region (New York)	0	355	547
Mid Atlantic Region (Philadelphia)	2,072,889	1,704	58
Southeast Region (Atlanta)	665,496	3,392	222
Great Lakes Region (Chicago)	303,094	5,528	106
Great Lakes Region (Dayton)	2,137,810	710	128
Central Plains Region (Kansas City)	650,654	843	155
Central Plains Region (Lee's Summit)	420,318	825	0
Southwest Region (Fort Worth)	605,789	3,194	71
Rocky Mountain Region (Denver)	506,581	1,135	154
Pacific Region (Laguna Niguel)	277,470	6,215	473
Pacific Region (San Bruno)	1,213,031	2,149	38
Pacific Alaska Region (Seattle)	125,154	4,655	267
National Personnel Records Center	1,118,882	120	20
Regional Records Services Total	**10,488,380**	**31,977**	**2,442**
TOTALS	**11,361,560**	**33,989**	**3,392**

Two researchers in the textual research room at the National Archives at College Park, MD, study the records they have had pulled. (Photo by Carrie Goeringer)

- We improved *customer service at the National Personnel Records Center* by fully deploying our Case Management and Reporting System. By the end of the year, 41 percent of military service record requests were answered within 10 working days.

- We completed microfilming of records of the Bureau of Refugees, Freedmen, and Abandoned Lands (*Freedmen's Bureau*) for 6 out of 15 states to make these records available for public use.

- Nearly 31 million visitors accessed our web site this year, a 58-percent increase over last year. We continued to expand the resources we provide through sites such as *ourdocuments.gov*, which provides information online to students, teachers, and the general public about American history, civics, and service. As part of the e-Government rulemaking initiative, *regulations.gov*, we provided online access for the public to provide comments on rules and proposed rules published in the *Federal Register.*

Deborah Osterberg, museum curator at Mt. Rainier National Park, meets with archivist Valoise Armstrong and intern Sarah Nelson at NARA's Pacific Alaska Region in Seattle, WA, to identify permanent records in the park's central files prior to transfer to NARA. (Photo by Jeff Benson)

- We continued to serve our customers well. If you wrote to us with a request about our holdings, 94 percent of the time we responded to you within 10 working days. If you made an appointment to look at records in one of our research rooms, 99.9 percent of the time your records were ready when you arrived. If you asked to have a record pulled at one of our research rooms, 96 percent of the time the record was pulled within an hour of your request or the scheduled pull time.

Meeting Storage and Preservation Needs

- We reopened the renovated Rotunda of the National Archives Building to the public on September 18, 2003. We also completed extensive conservation work and re-encasement of the Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights. The murals of the signers of the Charters of Freedom, painted by artist Barry Faulkner, were also restored.

- We renovated and reopened the Presidential Gallery of the Eisenhower Library and made significant progress on construction of the Roosevelt Library Visitors Center. In addition, we completed a plaza and seawall repair project at the Kennedy Library and completed construction of an addition at the Ford Museum.

- At our regional records center in Dayton, OH, we added three new records center storage bays. And we acquired additional records center storage space in Lenexa, KS.

Facility manager Steve Samford reviews architectural blueprints for the Clinton Library in Little Rock, AR. The library is scheduled to open in November of 2004. (Photo by John Keller)

Strategically Managing Our Resources

- We made significant progress in preparing our new electronic editing and publishing system for the *Federal Register*. This system will begin to accept electronic document submissions in 2004.

- We created a new intranet web site for our staff, *NARA@work*, to improve the information and tools available to help staff do their work.

We welcome your continued input into our planning and reporting processes. If you have any comments on our Strategic Plan, or any of our plans and reports, please share them with us at *vision@nara.gov*.

Archives technician Annette Grooms processes an Internal Revenue Service request at the Dayton, OH, facility in NARA's Great Lakes Region. (Photo by David Cornelisse)

To find out more…

- *Ready Access to Essential Evidence: The Strategic Plan of the National Archives and Records Administration 1997–2008* (Revised 2003) can be found on our web site at *www.archives.gov/about_us/strategic_planning_and_reporting/2003_strategic_plan.html*. Printed copies are available by contacting the Policy and Communications Staff at 301–837–1850.
- You can read more about performance measurement and 2003 accomplishments on our web site at *www.archives.gov/about_us/strategic_planning_and_reporting/annual_performance_reports.html*.
- The Archivist's 2003 State of the Archives speech is available at *www.archives.gov/about_us/archivists_speeches/speech_12-4-03.html*. Links to other important NARA statements are available at *www.archives.gov/about_us*.

Archival Holdings by Unit
Fiscal Year 2003

Holding Unit	Artifacts Total	Textual Holdings — Total Textual Holdings	Non-Textual Holdings — Architectural / Engineering Drawings, Maps, Charts	Moving Images and Sound Recordings	Photographic and Other	Total Nontextual Holdings	Total Traditional Holdings	Electronic Holdings Total
	items	cu. ft.	cu. ft.	cu. ft.	cu. ft.	cu. ft.	cu. ft.	LDR*
Washington, DC, Area								
Access Programs		1,409					1,409	
Special Media Archives Services Division		3,496	45,786	35,505	47,403	128,694	132,190	
Textual Archives Services Division	1,493	1,894,543	67	26	5,154	5,247	1,899,790	
Center for Legislative Archives		113,355		1	21	22	113,377	
Electronic and Special Media Records Services Division		21					21	4,707,555,362
Total	1,493	2,012,824	45,853	35,532	52,578	133,963	2,146,787	4,707,555,362
Office of Regional Records Services								
Northeast Region (Boston)		27,653	176	15	125	316	27,969	
Northeast Region (New York)		73,035	37		10	47	73,082	
Mid Atlantic Region (Philadelphia)		58,117	19			19	58,136	
Southeast Region (Atlanta)		84,499	1,004	25	1,209	2,238	86,737	
Great Lakes Region (Chicago)		72,686	369			369	73,055	
Central Plains Region (Kansas City)		43,885	42		22	64	43,949	
Central Plains Region (Lee's Summit)		13,852					13,852	
Southwest Region (Fort Worth)		92,950			15	15	92,965	
Rocky Mountain Region (Denver)		40,322	671		422	1,093	41,416	
Pacific Region (Laguna Niguel)		33,717	2	1	58	61	33,778	
Pacific Region (San Bruno)	20	49,850	710	20	944	1,674	51,524	
Pacific Alaska Region (Anchorage)		6,104					6,104	
Pacific Alaska Region (Seattle)		31,963			14	14	31,977	
Total	20	628,634	3,030	61	2,819	5,911	634,544	
Presidential Libraries								
Hoover	7,474	9,114	186	90	155	431	9,545	
Roosevelt	30,960	8,844	198	192	728	1,118	9,962	
Truman	29,726	7,342	6	567	335	908	8,250	
Eisenhower	37,468	13,490	104	262	1,082	1,448	14,938	
Kennedy	18,000	29,804		1,188	1,004	2,192	31,996	
Johnson	50,000	24,135	89	3,903	1,597	5,589	29,724	
Nixon	30,000	24,197		5,200	475	5,675	29,872	
Ford	10,300	10,952		1,416	387	1,803	12,755	
Carter	40,401	14,118		1,661	725	2,386	16,504	
Reagan	100,000	14,402		2,725	504	3,229	17,631	2,962,661
Bush	90,000	15,247		804	795	1,599	16,846	8,853,824
Clinton	81,790	35,686		1,325	675	2,000	37,686	23,491,555
Total	526,119	207,331	583	19,333	8,462	28,378	235,709	35,308,040
Affiliated Archives								
Library of Congress		5					5	
Yellowstone National Park		1,901					1,901	
Oklahoma Historical Society		2,100					2,100	
Pennsylvania Historical and Museum Commission		1					1	
U.S. Military Academy		863					863	
U.S. Naval Academy		2,256					2,256	
Total		7,126					7,126	
Total NARA Holdings	527,632	2,855,915	49,466	54,926	68,859	168,859	3,024,166	4,742,863,402
	items	cu. ft.	cu. ft.	cu. ft.	cu. ft.	cu. ft.	cu. ft.	LDR

*LDR = Logical Data Record