

SECTION 2 PERFORMANCE SECTION

Measuring and Reporting Our Performance

This annual performance report based on the goals, strategies, and long-range performance objectives set forth in our 2006 Strategic Plan and the annual objectives in our FY 2007 Performance Budget. The following pages detail our performance on our FY 2007 objectives. Checked boxes indicate those we fully achieved. Those we did not fully achieve have open boxes with an explanation below. We also included relevant performance results and trend information. Our budget links to the report's performance goals. We received no aid from non-Federal parties in preparing this report.

We used four mechanisms to measure actual performance: (1) periodic management reviews, (2) formal audits of operations, (3) expansion and refinement of our performance measurement system, and (4) systematic sampling of measurement system effectiveness. In FY 1999 we deployed our agency-wide Performance Measurement and Reporting System (PMRS). This system allows us to define and consistently measure data critical to the analysis of our performance objectives. Every year we improve and expand the system further so that our strategic performance is measured using a balanced scorecard approach for tracking cycle times, quality, productivity, cost, and customer satisfaction for our products and services. This report also updates some of our prior year statistics that we corrected because of these improvements. These ongoing refinements indicate that this annual report, our annual plans, and our Strategic Plan are living documents and an integral part of our operations.

Our performance measurement system, which we continuously work to improve, takes advantage of web infrastructure to collect performance data from the more than 70 organizational units that send data to PMRS from all over the country. We also use robust, enterprise-level databases to store the data and generate reports, instead of high-maintenance desktop databases previously used. As a result, we are able to collect our performance data more consistently and more efficiently and store much more data for use in analyzing trends. We have leveraged this technology and operationally integrated data collection to create a performance measurement database that serves the entire agency and is the single strategic performance data source for agency.

Our program management system (PROMT) helps us control the cost and schedule for the Electronic Records Archives (ERA) program and other programs. PROMT integrates several commercial off-the-shelf program management tools in a Windows-based web environment to help us schedule and link project activities, assign resources, collect and report costs, calculate earned value, and analyze impacts and risks to the ERA program. PROMT incorporates an EIA-748 compliant tool that meets Office of Management and Budget (OMB) and Government Accountability Office (GAO) requirements for calculating earned value.

FY 2007 Performance by Strategic Goal

Strategic Goal 1: Our Nation's Record Keeper

As the nation's record keeper, we will ensure the continuity and effective operations of Federal programs by expanding our leadership and services in managing the Government's records

**Long-Range
Performance Targets**

- 1.1 By 2012, 85 percent of senior Federal agency managers view their records management program as a positive tool for risk mitigation.
- 1.2 By 2012, 90 percent of customers are highly satisfied with NARA records management services.
- 1.3 By 2012, the Federal Records Center Program annually retains 98 percent of its customers.
- 1.4 Within 30 days of the end of an administration, 100 percent of Presidential and Vice Presidential materials have been moved to NARA locations or NARA-approved facilities.
- 1.5 By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.
- 1.6 By 2009, NARA has established a supportive partnership with FEMA in the national response to emergencies in 100 percent of FEMA regions.

FY 2007 Resources Available to Meet This Goal: \$29,867,000; 1,386 FTE

1.1 FEDERAL RECORDS MANAGEMENT

FY 2007 Objectives

Analyze survey results and expand to senior Federal agency managers to assess their views of their records management programs as positive tools for risk mitigation.

Conduct one records management study.

Results

✓ We analyzed the results of our survey and revised the survey for a wider audience.

✓ We conducted a records management study of nine Federal agencies with headquarters and field offices on their experiences with Records Management Applications.

Discussion NARA's FY 2003 issuance of *Strategic Directions for Federal Records Management* largely guides the work in this area. Many of the strategies described in this guide—training and certification, flexible scheduling, targeted assistance, general records schedules, guidance and regulations, advocacy, custody, appraisal, resource allocation—are now part of our standard business practices. Thus, we no longer highlight these strategies individually. Instead, through surveys and other assessments, we monitor the outcome these strategies have had on the way Federal managers view their records management practices in their own agencies and their satisfaction with NARA records management services.

Last year we conducted a new survey of Federal agency managers designed to elicit information about how Federal agency managers view the role of their agency's records management program as a tool for risk mitigation. We distributed the survey to a small group of agency Chief Information Officers, who were familiar with the value of records management programs. This year we analyzed the survey results and developed a plan to broaden the survey demographic to include other senior Federal agency managers. We have identified a new target audience for surveying in FY 2008 to include General Counsels and Chief Financial Officers of the same 29 agencies surveyed in FY 2006.

We also conducted a records management study to examine headquarters and regional agency records managers' experiences with Records Management Applications (RMA). This was a limited study of nine Federal agencies, analyzing their success and contributing factors in implementing RMA's. The study informed NARA staff about the impact of RMA's on Government operations and provided lessons learned to share with Federal agencies. We also assessed how agencies use RMA's to capture and file email records.

Performance Data

	2006	2007
Percent of senior Federal agency managers who view their records management programs as a positive tool for risk mitigation.	81*	—

**The FY 2006 survey was limited to Chief Information Officer responses.*

FY 2008 Performance Plan Evaluation We will target the survey of how Federal agency managers view the role of their agency's records management program as a tool in risk mitigation at other senior level executives in Federal agencies. We are finalizing the report of the records management study we did this year, and developing plans for follow on activities in FY 2008 with another sample of agencies, including a cabinet-level agency. We will also conduct two new records management studies.

1.2 NARA RECORDS MANAGEMENT SERVICES

- FY 2007 Objectives**
- Increase the percentage of Federal agency customers that are satisfied with NARA records management services.
 - Increase by 10 percent the number of records management training participants who took a NARA records management course for the first time.
 - Launch first official version of the Toolkit for Managing Electronic Records online.

	<input checked="" type="checkbox"/>	Register records management services into <i>Core.gov</i> .
Results <i>"Your staff are always polite, patient, and professional."</i>	✓	We increased to 80 percent the number of Federal agency customers that are satisfied with NARA records management services.
<i>"I am preparing my staff for disaster recovery of our vital records. Training on risk mitigation was a great help."</i>	✓	We increased by 42 percent the number of records management training participants who took a NARA records management course for the first time.
<i>"The toolkit is really cool."</i>	✓	We launched the first official version of the Toolkit for Managing Electronic Records online and added three new tools.
	✓	We registered Records Management Services into <i>CORE.gov</i> .

Discussion NARA's ability to provide agency records managers with the guidance, tools, and assistance they need to meet their agencies' business needs is critical to ensuring effective operations of Federal programs. NARA's success in meeting those needs is the basis for evaluating its service to the Federal Government. Records managers are the most important audience for NARA's records management services, and they are best able to judge our success. We expanded the survey to gauge customer satisfaction with NARA records management services this year to include an online questionnaire for rating satisfaction with scheduling and appraisal services, electronic records guidance, and records management training services. (In FY 2006, we limited our questions to our scheduling and appraisal services.)

An example of how NARA worked closely with agencies on records management issues includes our partnerships to schedule records in core function electronic systems, which resulted in approved schedules for more than 1,000 systems. Also of note, NARA joined with the EPA, the Department of Treasury, and the Department of Interior in pilot projects to assist them in implementing the Records Management Profile. These projects help ensure that new IT systems include appropriate electronic records management requirements, and that the electronic records can be appropriately managed throughout the entire life cycle of the records. NARA also sponsored a web briefing for all Federal CIOs and Records Officers on the E-Government Act of 2002 and its requirements for Federal agencies on improving the management of electronic records.

We significantly exceeded our target to train 10 percent more first-time participants in records management courses than we trained last year. We trained more than 5,000 Federal agency customers this year, more than 2,100 of which were first-time attendees. We accomplished this by expanding on-site training opportunities to Federal customers across the country. We believe that this surge of interest in NARA's records management training is due to increased interest in our professional certification program that leads to a Certificate of Federal Records Management Training. Since the certification program began in FY 2005, we have certified 587 professional records managers.

NARA fully deployed the Toolkit for Managing Electronic Records (<http://toolkit.archives.gov>) after a soft launch in FY 2006. This online resource for Federal agencies allows them to share quickly and economically guidance on electronic records. The Toolkit is a web portal that provides descriptions and links to guidance for managing electronic records and resources developed by NARA and other organizations. The collection is searchable by topic, occupation, the organization that created the tool, or within the descriptive text. This year we added 37 new tools to the Toolkit, as well as a new cohort of Federal Bureau of Investigation (FBI) tools. In addition, NARA held the first Toolkit training session for the National Records Management Program.

The Records Management Services (RMS) project makes available functional requirements for software service components that support management functions and activities to government, industry, and academia. With input from other Federal agency stakeholders, the requirements for developing records management service components became the basis for a Request for Information issued by the Object Management Group to industry last year. This year we registered the RMS specifications and other materials in the *CORE.gov* repository, for wider distribution within the Federal Government.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percent increase in the number of Federal agency customers that are satisfied with NARA records management services.</i>	–	–	–	10	10
Percent of Federal agency customers that are satisfied with NARA records management services.*	–	–	57	78	80
<i>Performance target for percent increase in the number of records management training participants who are taking a NARA records management course for the first time.</i>	–	10	10	10	10
Percent of records management training participants taking a NARA records management course for the first time.	–	11	32	35	42
Number of Federal agency staff receiving NARA training in records management and electronic records management.	3,497	4,166	3,366	4,234	5,047
Number of records management training participants who are taking a NARA records management course for the first time.	–	442	1,069	1,484	2,122
Number of records management training participants that NARA certified this year.	–	–	45	275	267
Median time for records schedule items completed (in calendar days).	155	253	372	334	284
Average age of schedule items completed (in calendar days).	274	332	339	374	452
Number of schedule items completed.	4,686	3,182	4,248	3,884	2,992
Number of open schedules in the backlog.	268	315	379	363	402

**The 2005 and 2006 surveys only asked about satisfaction with NARA scheduling and appraisal services. The 2007 survey expanded questions to all of NARA's records management services.*

FY 2008 Performance Plan Evaluation We will complete the analysis and report on the results of our customer service survey. We will continue to increase records management training participation, expanding our availability to Federal employees through a variety of strategies. We will also assess flexible scheduling, one of our tactics under the Records Management Initiatives, to determine its effectiveness for agencies and NARA.

1.3 FEDERAL RECORDS CENTER PROGRAM

FY 2007 Objectives

- Retain 98 percent of Federal Records Center Program customers.
- Make ready 95 percent of Federal agency reference requests within the promised time.
- Answer 75 percent of written requests to the National Personnel Records Center within 10 working days.
- Implement results of the production scan pilots.
- Award contract for the development of the Archives and Records Center Information System (ARCIS).
- Offer additional e-media storage services, such as data conversion and tape rotation.

Results

- We retained 100 percent of Federal Records Center Program customers and added 3 new customers.
- We made ready 95 percent of Federal agency reference requests within the promised time.
- We answered 65 percent of requests to the National Personnel Records Center within 10 working days.
- We implemented the results of the production scan pilots.
- We awarded a contract for the development of the Archives and Records Center Information System (ARCIS).
- We rolled out additional e-media storage services, including data conversion and tape rotation, in some of our Federal Records Centers.

Discussion The NARA Federal Records Center Program (FRCP) plays a vital role in the lifecycle of Federal records. The program's Federal agency customers rely on the FRCP to manage the transfer, storage, and service of their non-current records. The FRCP works closely with NARA's records management program to ensure that agencies' vital records are efficiently and appropriately managed for as long as needed. As more Federal

records are created and managed in electronic formats, NARA is responding by providing economical and effective electronic records services at our records centers.

Since FY 2000, NARA's FRCP has been fully reimbursable, allowing us to be more flexible in responding to agency records needs and requiring us to meet those needs in a cost-effective and efficient way. Our ability to satisfy and retain our customers is dependent on our ability to meet their needs and to anticipate the kinds of services that will be most useful to them. The FRCP retained 100 percent of its customers in FY 2007. This is an important indicator of customer satisfaction with FRCP's services. A new publication, "The FRC Toolkit: Your Guide to Federal Records Center Services," released this year puts all the information the FRC customer needs in one place (archives.gov/frc/pdf/toolkit.pdf).

The FRCP implemented scanning services and offered additional electronic media storage services in several of its facilities this year. FRCP's scanning services allow Federal agencies to receive copies of their records via e-mail after their records are scanned at FRCP storage facilities in Texas and Washington, DC. These facilities also have new state-of-the-art storage and disposal centers for electronic media. These facilities securely store and protect a variety of e-media storage, and use a specially equipped shredder to properly dispose of electronic tape, CDs, and other e-media.

The FRCP awarded a contract to build the Archives and Records Center Information System (ARCIS) (previously named RCPOS), a system which will allow NARA to electronically manage records storage and improve the efficiency of storage processes. ARCIS will replace an outdated and costly patchwork of computer support systems, allowing us to streamline our business processes and give customers what they expect—real-time, web-enabled access to their holdings and transaction information. We are also working to ensure that ARCIS data requirements align with the services planned in ERA for a smooth interface.

One of our biggest customer service challenges in recent years has been to reduce the response time for requests for veterans' records. At the National Personnel Records Center (NPRC) in St. Louis, we are completing a multi-year business process re-engineering project to bring the average response time on requests for modern military service records from several weeks to 10 working days, particularly for military service separation requests, which make up a large proportion of the requests we receive. We fell short of our goal for answering military separation requests within 10 working days 95 percent of the time. We were able to answer 90 percent within 10 working days, a significant improvement from 75 percent in 2004. The average age of completed requests remained at about 7 days this year, a significant improvement from 16 days in 2004, while the number of requests we answered rose by 28 percent during the same period.

For the first time this year we are also reporting on the collective response time for all requests coming to the NPRC, including those received for civilian records and other military records, not just military service separation records. While this more than doubles the universe of records we are measuring to more than one million, it includes responses to records that we are able to service easily and records that require significant effort for response, like those burned in the 1973 fire at NPRC that we must reconstruct from other records. This year, we missed the target we set for responding to requests for the entire collection of NPRC records within 10 working days. This was due, in part, to an increase in the backlog of new requests early in the year. By the end of the year, with additional resources applied, the backlog had returned to a more reasonable level. We believe that there is some understatement of our performance this year. This occurs

National Archives and Records Administration
Performance and Accountability Report, FY 2007

because our case management system cannot track the waiting time for interim responses to requests, for example, when we must ask for additional information to fulfill a request, or when a request for archival records requires customer payment. We have developed the methodology for adjusting for these delays in FY 2008 data.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percent of customers retained by Federal Records Centers (FRC) annually.</i>	–	–	–	–	98
Percent of customers retained by FRC's annually.	–	–	–	–	100
Number of customers (agreements) served annually.	–	–	–	–	142
Number of new customers (agreements) per year.	–	–	–	–	3
Percent of revenue coming from new services.	–	–	–	–	0.2
Percent increase in cubic feet of holdings stored by FRC Program (FRCP).	–	–	–	2	1.7
Percent of pre-archival records stored by the FRCP.	–	–	11	12	13
<i>Performance target for percent of Federal agency reference requests ready within the promised time.</i>	90	90	95	95	95
Percent of Federal agency reference requests ready within the promised time.	94	96	97	98	97
Percent of records center shipments to Federal agencies that are the records they requested.	99.99	99.99	99.99	99.99	99.99
<i>Performance target for customers with appointments for whom records are waiting at the appointed time.</i>	99	99	99	99	99
Percent of customers with appointments for whom records are waiting at the appointed time.	99.9	99.3	99.4	99.8	99.9
<i>Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.</i>	–	–	–	–	75
Percent of written requests to the National Personnel Records Center answered within 10 working days.	38	56	59	67	65
Number of written requests to the National Personnel Records Center answered within 10 working days (in thousands).	345	564	606	739	740
Number of written requests for civilian records to the National Personnel Records Center answered within 10 working days (in thousands).	131	167	162	179	174
Number of written requests for military records to the National Personnel Records Center answered within 10 working days (in thousands).	213	397	444	559	566
Number of written requests to the National Personnel Records Center answered (in thousands).	907	1,005	1,031	1,108	1,136
<i>Performance target for requests for military service separation records at the National Personnel Records Center answered within 10 working days.</i>	–	70	95	95	95
Percent of requests for military service separation records at the National Personnel Records Center answered within 10 working days.	37	75	87	91	90
Number of military service separation records (DD-214) requests answered (in thousands).	390	372	352	442	475
Average price per request for military service separation records.	\$29.70	\$29.70	\$29.70	\$29.70	\$29.70
Percent of requests for all military service records at the National Personnel Records Center (NPRC) in St. Louis answered within 10 working days.	28	48	51	61	59

FY 2008 Performance Plan Evaluation We will use our business model for the FRCP for electronic records services to deliver cost-effective, valuable services to our agency customers. The knowledge and experience we gain from pilots are used to refine our services and prices for next year. We will also provide close oversight of the development contract for ARCIS.

1.4 PRESIDENTIAL TRANSITIONS

FY 2007 Objectives

- Hire and begin staff training for George W. Bush Presidential Library on processing of Presidential records and initial control of the Bush gift collection.

Results

- ✓ We hired and trained staff for the George W. Bush Presidential Library.

Discussion In January 2009, NARA will become the custodian of the records and artifacts documenting the Presidential Administration of George W. Bush. In preparation for the work ahead, NARA hired four new archivists, who began training in issues related to Presidential records and the establishment of a Presidential library. We know that this Administration will transfer to NARA more textual and exponentially more electronic Presidential and Vice Presidential records than any previous Administration. To ensure the preservation of these records for historical, informational, administrative, and evidentiary purposes and to prepare for the transfer of Presidential and Vice Presidential records to our custody, this staff will work with White House and Vice Presidential staffs to account for Presidential records in all formats.

FY 2008 Performance Plan Evaluation We will continue hiring and training new staff. This staff will continue our established working relationships with the White House. They will provide support on the management of records and artifacts, including the White House Office of Records Management (WHORM), the White House Office Gift Unit, the White House Communications Agency, the Office of the Vice President, and the National Security Council Access and Records Management Staff. With the approval of Presidential and Vice Presidential representatives, this staff will prepare inventories, define requirements, and facilitate preparation of other inventories by White House staff, and gather inventories prepared throughout the Administration by White House staff. We also will provide archival guidance and advice to the Presidential and Vice Presidential staffs on the recordkeeping and disposition requirements of the Presidential Records Act (PRA). This staff will survey, analyze, and prioritize electronic records systems that will need to be online immediately, and will be taking in and plan for their migration over time. We will also procure and begin to outfit leased space for the temporary storage of Administration records until they move into their final destination at a new Presidential Library.

1.5 CONTINUITY OF OPERATIONS

FY 2007 Objectives

- Achieve 100 percent viability on developed NARA Headquarters Continuity of Operations Plans.
- Issue Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials to

occupants of the National Archives Building.

- ☑ Manage 75 percent of the documents submitted for publication in the Federal Register using eDOCS.
- ✓ We trained Emergency Planning Coordinators and signed a contract for facility renovation.
- ✓ We planned for the issuance of FIPS 201-1 Federal Identity Credentials to NARA employees around the country based on the availability of GSA certified equipment.
- ✓ We managed 81 percent of the documents submitted for publication in the Federal Register using eDOCS.

Results

Discussion Continuity of Operations Plans (COOP) are required to ensure that agencies and facilities can perform essential functions under a broad range of circumstances. The requirements for viability of these plans are spelled out in Continuity Directive #1 and include ongoing exercises of the plans and frequent assessments. This year, while we failed to meet our goal of achieving viability on our Continuity of Operation Plans, we made steady progress toward that goal. We developed a Continuity and Emergency Working Group to work on various aspects of the COOP. We signed a memorandum of understanding with the US Navy to develop a COOP site at an alternate location outside the 50-mile perimeter from our Headquarters facilities, signed a buildout agreement, and ordered the site furnishings.

Homeland Security Presidential Directive 12 requires all Federal agencies to issue Federal Identity Verification (FIV) cards that comply with the standards contained in FIPS 201-1. This year we worked with GSA to obtain equipment for producing the cards at our three largest facilities and identified the challenges in rolling out identity cards to our locations around the United States. NARA signed an interagency agreement with GSA to issue PIV cards to our staff in 34 of our facilities nationwide. NARA and GSA also signed an interconnection security agreement (ISA) covering the enrollment stations that NARA will be leasing from GSA and operating in our facilities. That ISA establishes GSA as the authority responsible for the certification and accreditation of the equipment. Late availability of the equipment delayed issuance of the PIV cards to employees of the National Archives Building.

The Office of the Federal Register continues its transition to an electronic work environment. The Electronic Editing and Publishing System (eDOCS) enables agencies to submit digitally-signed, legal documents to our office electronically. Today, more than 1,000 offices and 300 Federal departments and agencies send documents from all over the United States to us for publication in the Federal Register. We process an average of 150 documents each day. We exceeded our goal of 75 percent, managing 81 percent of the documents submitted for publication electronically.

Performance Data	2004	2005	2006	2007
<i>Performance target for percent of developed NARA Continuity of Operations Plans that achieve viability.</i>	–	–	–	100
Percent of NARA Continuity of Operations Plans that achieve viability.	–	0	0	0
Number of approved continuity of operation plans.	–	3	3	3
<i>Performance target for percent of documents Office of the Federal Register manages electronically using eDOCS.</i>	–	50	75	75
Percent of documents Office of the Federal Register managed electronically using eDOCS.	9	22	75	81
Number of documents managed electronically using eDOCS.	3,032	7,066	18,316	24,849
Number of digitally-signed, legal documents submitted using eDOCS.	–	–	–	5,672

FY 2008 Performance Plan Evaluation We will continue to develop the resources required to support COOP operations and those aspects of our mission that provide opportunities to leverage technology to increase our ability to conduct interagency business operations electronically. We will roll out HSPD-12 compliant identification as the equipment becomes available.

1.6 RECORDS IN THE NATIONAL RESPONSE TO EMERGENCIES

FY 2007 Objectives Establish a supportive partnership in the national response to emergencies in 50 percent of FEMA regions.

Results ✓ We established a supportive partnership in the national response to emergencies in 60 percent of FEMA regions.

Discussion In response to lessons learned from hurricanes Katrina and Rita, NARA established in its Strategic Plan a “First Preserver” role to promote the preservation of government records during times of disaster. This year we developed relationships that will allow us to meet the challenge of preserving Federal records in times of disaster.

The National Response Framework Emergency Support Function #11 Annex now recognizes records in its current draft. We worked with the Council of State Archivists and Federal Emergency Management Agency (FEMA) to develop strategies and secure funding for delivering disaster preparedness and recovery training that addresses vital records to all levels of government. We began a series of meetings with FEMA staff across regions. We also developed web-based training and delivered a classroom module on disaster preparedness and recovery for vital records to Federal agencies in 12 locations.

Performance Data	2005	2006	2007
<i>Performance target for percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.</i>	–	–	50
Percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.	–	–	60

FY 2008 Performance Plan Evaluation We are currently participating in ESF #11 Annex of the National Response Framework (NRF), designated as a subtask agency for responding to emergencies involving government and historical records. With the release of the next

draft of the NRF ESF #11 Annex, we expect to be able to participate more fully. We will continue our efforts in developing partnerships with FEMA staff across the country. We will also continue to work with the Council of State Archivists in develop its FEMA grant-funded curriculum to deliver vital records training to state, tribal, and local governments.

Strategic Goal 2: Preserve and Process

We will preserve and process records to ensure access by the public as soon as legally possible.

Long-Range Performance Targets

- 2.1 By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.
- 2.2 By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.
- 2.3 By 2012, 75 percent of agency declassification reviews receive high scores as assessed by the Information Security Oversight Office (ISOO).
- 2.4 By 2016, NARA archival holdings of 25-year-old or older records are declassified, exempted, or referred under the provisions of Executive Order 12958, as amended.
- 2.5 By 2016, 100 percent of archival holdings are stored in appropriate space.
- 2.6 By 2009, 100 percent of NARA records center holdings are stored in appropriate space.
- 2.7 By 2016, less than 50 percent of archival holdings require preservation action.

FY 2007 Resources Available to Meet This Goal: \$126,935,000; 544 FTE

2.1 ACCESSIONING RECORDS

FY 2007 Objectives

- Identify and schedule 10 percent more Federal agency electronic records series than we scheduled in FY 2006.
- Define and develop two standard templates for records transferred to NARA.

Results

- ✓ We identified and scheduled 33 percent more Federal agency electronic records series than we scheduled in FY 2006.
- ✓ We defined the general outline of two standard transfer format templates for records transferred to NARA.

Discussion Getting Federal agency electronic records series scheduled helps ensure that permanent electronic records are transferred to NARA on a regular basis and in an

acceptable format so they can be preserved and accessed. It also ensures that those electronic records not deemed historically valuable are retained for a sufficient period to ensure legal rights and government accountability. In scheduling more than 1,300 electronic records series this fiscal year, we are working directly with agencies to ensure that records are identified and retained.

We are also developing templates based on existing NARA guidance to facilitate the transfer of electronic records to NARA's Electronic Records Archives (ERA) once it becomes operational. These templates will serve two purposes in ERA: first, to support agencies in creating and transferring electronic records in a manner designed to increase their accessibility in the future; and second, these templates will enable us to examine transferred records for potential access and preservation challenges. The implementation of these templates was delayed to FY 2008 to coincide with the second release of ERA.

Performance Data	2006	2007
<i>Performance target for percent increase in number of Federal agency electronic records series scheduled than prior year.</i>	–	10
Percent increase in number of Federal agency electronic records series scheduled than prior year.	–	33
Number of Federal agency electronic records series scheduled.	1001	1332
Percent of transfers of archival electronic records transferred to NARA at the scheduled time.	16	5
Number of transfers of electronic records expected.	177	738
Number of transfers of electronic records received on time.	28	35
Backlog of overdue transfers of electronic records.	94	797

FY 2008 Performance Plan Evaluation We will continue to refine and develop templates based on user feedback in the coming year. In addition, we will continue working with agencies to identify Federal electronic records that need to be scheduled, and encourage Federal agencies to send their scheduled electronic records to NARA when they are due for transfer.

2.2 PROCESSING RECORDS

FY 2007 Objectives

- Establish new business processes for processing archival holdings.
- Establish baseline of unprocessed backlog of archival holdings and create the capability to measure it accurately.

Results

- ✓ We established new business processes for processing archival holdings in our Washington, DC, facilities.
- ✓ We established a measurement baseline of the backlog of archival textual holdings in Washington, DC, facilities and created the capability to measure it accurately.

Discussion Archival processing involves all the steps needed to open a record to the public. It includes establishing basic intellectual control, flagging records that have

privacy or national security classifications, providing enhanced descriptions of the records content as well as the context in which the records were created, and performing initial preservation so that we can serve the records to the public. New technology has created increased opportunities for easier and faster access to our holdings. However, the same technology has led to more records being created. The result is that new records are being accessioned (transferred to the legal custody of the National Archives) faster than they can be processed. This has created a backlog of holdings that has been growing for decades. While we can still provide records in the backlog to the public, it is inefficient to do so and more difficult for the public to be able to locate independently these holdings for research. We developed a study focused on the textual record backlog in FY 2006 to examine the extent of the problem and, as a result, we began work to re-engineer our business processes to increase efficiencies. In the Washington, DC, area where the bulk of the backlog resides, we adjusted our processes and reassigned resources to tackle the problem.

We have also implemented plans to assess the extent of the problem and propose new business processes to deal with the backlog in our Presidential libraries and regional archives around the country. This work will continue into FY 2008.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percentage point increase in the number of archival holdings that have been processed to the point where researchers can have efficient access to them.</i>	–	–	–	–	<i>Establish baseline</i>
Percentage point increase in the number of archival holdings that have been processed to the point where researchers can have efficient access to them.	–	–	–	–	21*

**Data reported in 2007 reflects only Washington, DC, area work.*

FY 2008 Performance Plan Evaluation We will continue to assess how changes in processing operations can improve processing productivity. We will develop the methodology to measure processing at facilities outside the Washington, DC, area.

2.3 GOVERNMENT-WIDE DECLASSIFICATION

FY 2007 Objectives

- Streamline the declassification process and support the establishment of a National Declassification Initiative to assist agencies in reviewing their equities in classified holdings.
- Conduct 12 Executive Branch declassification program reviews.
- Establish baseline scores of agency declassification reviews assessed by ISOO.

Results

- We streamlined the declassification process and supported the establishment of a National Declassification Initiative.
- We conducted 1 formal and 2 informal Executive Branch declassification program reviews.
- We performed initial planning for developing a

scoring methodology of agency declassification reviews assessed by ISOO.

Discussion: In 2003, the President issued Executive Order 13292 amending Executive Order 12958. Among the many changes was the extension of the automatic declassification deadline for 25-year-old or older historically significant classified records from April 17, 2003, to December 31, 2006, for most records; to December 31, 2009, for records with classified equities belonging to more than one agency; to December 31, 2011, for most records consisting of special media; and to December 31, 2016, for records consisting of special media and containing classified information belonging to more than one agency. While the Executive branch, for the most part, fulfilled its initial obligations to satisfy the 2006 deadline, the referral process to address multiple classified equities has been inefficient, highly redundant, and prone to error. NARA initiated a National Declassification Initiative this year to address these problems. A more detailed discussion of NARA's efforts can be found in the MD&A on page 19 and in Target 2.4 on page 60.

The Information Security Oversight Office (ISOO), administered by NARA, oversees the Executive branch-wide security classification program and reports annually to the President on its status. ISOO collects data about agencies' programs as a means of assessing those programs. Credible data are essential to making these assessments. An important component of the security classification program is declassification, in particular the automatic declassification program. ISOO expended extensive effort this year to promote agency understanding of the technical aspects of the automatic declassification provision of the Order and consistency in application throughout the Executive branch.

In a related effort, we continued to work on follow-up actions to address issues identified during our 2006 "Audit of the Withdrawal of Records from Public Access at the National Archives and Records Administration for Classification Purposes." We expect to close out those actions in early FY 2008. Because of this continuing work, we were unable to reach our target for completing 12 new Executive branch declassification program reviews this year. We were only able to complete one formal review and conduct two informal reviews. However, we see these reviews as very important and we are reassessing our means for accomplishing these reviews on a regular basis. We were also only able to make some initial progress in developing a scoring methodology of agency declassification programs assessed during ISOO reviews.

ISOO chairs the interagency Classification Management Working Group (CMWG), which develops and recommends policy concerning security classification matters to Government and industry. With coordination from the CMWG, ISOO drafted changes to 32 CFR Part 2001, that are intended to further streamline the referral process, reduce redundancies in declassification reviews, promote accurate and consistent declassification decisions, improve equity recognition across the declassification community, develop centralized priorities and management controls around the priorities, and make the declassification process more transparent to the public.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percent increase in number of agency declassification reviews that receive high scores as assessed by ISOO.</i>	–	–	–	–	<i>Establish baseline</i>

Performance Data	2003	2004	2005	2006	2007
Number of agency declassification reviews that receive high scores as assessed by ISOO.	–	–	–	–	–
Number of agency declassification reviews assessed by ISOO.	–	–	–	–	–
Number of pages declassified government-wide (in millions of pages)	43.1	28.4	29.5	37.6	TBD
Total cost of declassification Government-wide (in millions of dollars)**	\$53.8	\$48.3	\$57.0	\$44.0	TBD

*FY 2007 data is collected from Federal agencies and will be reported to the President in 2008.

**Total cost figures exclude those of the CIA and other intelligence agencies that report their costs as classified.

FY 2008 Performance Plan Evaluation ISOO will complete review of proposed changes to 32 CFR Part 2001 and publish the final rule. Meeting the targets of Executive Order 12958, as amended, will continue to be a significant challenge.

2.4 NARA DECLASSIFICATION

FY 2007 Objectives

- ☑ Implement the National Declassification Initiative to work collaboratively with agencies on resolving their equities in NARA’s classified holdings.
- ☑ Index 1 million pages for the Interagency Referral Center.
- ☑ Scan 500,000 pages of Presidential archival materials eligible for declassification review as part of the Remote Archives Capture project.

Results

- ✓ We implemented the National Declassification Initiative and processed nearly 2,000 cubic feet of classified holdings.
- ✓ We indexed 3.9 million pages for the Interagency Referral Center.
- ✓ We scanned 511,602 pages of Presidential archival materials eligible for declassification review as part of the Remote Archives Capture project.

Discussion We established the National Declassification Initiative to provide an efficient and effective means of handling the referral of classified equities between Executive branch entities, with the ultimate goal of transparency and proper access. There are approximately 160,000 cubic feet of classified records with multiple equities in NARA’s DC area facilities alone. Executive Order 12958, as amended, requires that certain classified records older than 25 years be automatically declassified unless otherwise appropriately exempted, referred, or delayed. To ensure that agencies with a stake or equity review these records prior to final declassification, we established the Interagency Referral Center (IRC). The IRC helps resolve multiple equities between agencies in a common classified space, using simplified business processes for agency reviewers.

Further, NARA indexes the records in advance so that agencies have a specific portfolio of relevant classified material for review. This year we indexed nearly 4 million pages in preparation for agency reviews. However, the number of pages we can index depends on the quality of the reviews that the originating agencies perform before they send us the classified material.

To address concerns about that quality, the NDI established a regular quality assurance (QA) team made up of members of the agencies holding equities in the records. Prior to our indexing work, they review samples of records as received from the originating agencies. Their concern is whether the originating agencies did a good job and whether they correctly flagged other agencies' equities in the records. This work is now moving well, but the NDI reviewers are finding more problems than expected in the originating agency reviews. The QA team, sometimes on the spot, can remediate many of these problems. However, the process has become the new bottleneck in declassification processing. Obviously, we need to improve the quality of the original agency reviews. NARA, including ISOO, and the NDI team are working to that end.

We are also working in partnership with the CIA and other classifying agencies in the Government to declassify materials held in the Presidential Libraries. Given the geographically diverse location of these libraries, we are using a program we developed called the Remote Archives Capture project that allows the secure scanning and transmittal of classified materials for review in Washington by equity holding agencies. This year we again exceeded our goal of scanning 500,000 pages, scanning 511,602 pages; however, our future workload will increase significantly as Reagan administration records become 25 years old and eligible for declassification review.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for annual number of pages indexed through the Interagency Referral Center (in thousands)</i>	–	–	–	–	1
Annual number of pages indexed through the Interagency Referral Center (in thousands)	–	–	–	–	3,993
Start-of-year backlog of pages of Federal records that are more than 25 years old for which NARA has declassification authority (in thousands).	18,980	25,581	25,020	25,483	23,700
Annual percentage of Federal records NARA reviewed that are more than 25 years old for which NARA has declassification authority.	7	2	2	2	5
Annual number of Federal pages* reviewed (in thousands).	1,256	547	605	602	1,168
Annual number of Federal pages* declassified (in thousands).	340	116	35	89	374
Annual number of Federal pages* released (in thousands).	1,092	994	527	562	1,138
Start-of-year backlog of Presidential materials that are more than 25 years old for which NARA has declassification authority (in thousands).	960	806	668	218	218
Annual percentage of Presidential records NARA reviewed that are more than 25 years old for which NARA has declassification authority.	16	17	67	100	100
Annual number of Presidential pages* reviewed (in thousands).	154	138	449	228	227
Annual number of Presidential pages* declassified (in thousands).	71	94	94	89	194

Performance Data	2003	2004	2005	2006	2007
Annual number of Presidential pages* released (in thousands).	71	94	78	89	194
<i>Performance target for annual number of Presidential pages scanned (in thousands).</i>	600	300	300	500	500
Annual number of Presidential pages scanned (in thousands).	470	500	563	506	512
Cost per page declassified (Federal and Presidential).**	\$23.44	\$24.29	\$27.60	\$25.28	TBD

*Statistics represent the pages NARA reviewed that are more than 25 years old for which NARA has declassification authority. This is a subset of overall NARA declassification work.

**Declassification costs are derived from annual reports submitted to ISOO and reported to the President in the following year.

FY 2008 Performance Plan Evaluation Meeting the targets set forth in E.O. 12958, as amended, will be very challenging. Agencies' cooperation is essential in identifying records subject to the various declassification deadlines set in E.O. 12958, as amended, as well as helping us resolve impediments in meeting these deadlines. We are refining our statistical data to encompass the broader scope of NARA declassification work for FY 2008.

2.5 ARCHIVAL HOLDINGS IN APPROPRIATE SPACE

- FY 2007 Objectives**
- Determine location for a new National Personnel Records Center.
 - Develop staging plan for moving military personnel records to the new National Personnel Records Center.
 - Complete certification and acceptance of Nixon Presidential Library.

- Results**
- ✓ We selected a location for a new National Personnel Records Center in St. Louis County.
 - ✓ We developed a staging plan for moving military personnel records to the new National Personnel Records Center.
 - ✓ We completed certification and acceptance of Nixon Presidential Library.

Discussion: The National Personnel Records Center's (NPRC) records are now housed in two facilities, neither of which meets Federal regulatory standards for storage of Federal records. We have selected a site for a new National Personnel Records Center within 9 miles of the present facilities. The location is adjacent to a major interstate highway in St. Louis County and only minutes from Lambert International Airport, making it easily accessible for staff and researchers alike.

We completed a staging plan for NPRC's military personnel records this year in preparation for their move. This plan will enable us to move these records safely and securely to coincide with the readiness of space in the new facility. We are using the

opportunity afforded in this planning to replace broken or damaged boxes. We performed a similar assessment of civilian personnel records and are performing box replacement there, too.

As a result of legislation that allowed for the creation of a federally-operated Richard Nixon Library, we certified and accepted the Nixon Presidential Library into NARA's Presidential Library system this year. The completed two-phase renovation project to retrofit the existing library included improvements to storage spaces, processing rooms, the research room, and staff offices. We completed a design for an expansion addition adjacent to the existing library, which will house the balance of the archival holdings. We began moving Nixon artifact materials from storage in Laguna Niguel, CA, and College Park, MD, to the renovated library. Eventually we will bring all the records of the Nixon presidency under one roof in Yorba Linda, CA.

Through energy savings changes we put into effect over the past several years, we were able to reduce our energy consumption NARA-wide by 14 percent in 2006 and we expect similar reductions in 2007. Overall, our cost per cubic foot to store our archival holdings this year was \$6.20, slightly less than last year's cost. As we work to lower our storage costs while bringing more facilities into compliance with our archival storage standards, we face a number of factors that work against that goal, including rising rent costs, higher utility rates, and the costs associated with maintaining security at our facilities. We can balance our costs by locating our public use facilities in areas where they reach the greatest number of possible users while leasing facilities designed for long-term storage in lower cost areas.

This is the approach we are taking with the move of regional archives operations out of sub-standard space in Kansas City and Fort Worth. NARA signed an occupancy agreement with GSA for a new Kansas City regional archives space in a newly renovated building located in the downtown Union Station complex. The location is ideally suited for exhibits, educational programs, and other public outreach efforts, with a selection of records stored at the new archives, and the bulk of the records stored at the nearby Federal Records Center in Lenexa, KS. A plan to relocate the Fort Worth regional archives to the cultural district of Fort Worth is under consideration, but a final decision on the site has not been made. Meanwhile, records will be moved to an archival bay at the new Fort Worth FRC until a new site is finalized.

Performance Data	2003	2004	2005	2006	2007
Percent of NARA archival traditional holdings in appropriate space	—	52	54	58	80
Number of archival traditional holdings (in thousands of cubic feet)	3,025	3,100	3,167	3,299	3,349
Percent of artifact holdings in appropriate space	—	42	42	42	42
Number of artifact holdings (in thousands)	528	540	544	544	544
Percent of electronic holdings in appropriate space	100	100	100	100	100
Number of electronic holdings (in millions of logical data records)	—	3,238	4,041	4,611	4,737
<i>Performance target for cost of compliant archival storage space per cubic foot of traditional holdings stored (adjusted for inflation).</i>	—	—	—	—	\$5.78
Cost of archival storage space per cubic feet of traditional holdings stored	—	\$6.11	\$6.48	\$6.65	\$6.20

FY 2008 Performance Plan Evaluation We will continue to focus on maintaining storage facilities that meet archival requirements while keeping costs for archival storage as low as possible.

2.6 NARA FEDERAL RECORDS CENTER HOLDINGS IN APPROPRIATE SPACE

- FY 2007 Objectives**
- Complete construction of new records center facility in Fort Worth, Texas.
 - Complete 100 percent of the move into the new records center facility in Fort Worth.
 - Complete 100 percent of the move from Bannister Road records center in Kansas City.

Results

- ✓ We completed construction of new records center facility in Fort Worth, Texas.
- ✓ We moved roughly 1 million cubic feet of records into the new records center facility in Fort Worth.
- ✓ We completed 75 percent of the move from Bannister Road records center in Kansas City.

Discussion: This year we completed construction of the new record center facility in Fort Worth, Texas. This state-of-the-art facility meets the standard for the storage of temporary records, and contains an archival bay that meets archival storage standards for Fort Worth regional archives holdings that are stored there. We finished the move of records to this new facility, a significant task that relocated nearly 1 million cubic feet of records from prior records center space that did not meet the storage standards.

We did not meet the goal of moving all the records out of the old records center facility on Bannister Road in Kansas City, but we expect to complete the move during the first quarter of FY 2008. We delayed the shipping of these records from the old facility to assist the receiving facility in Lenexa in dealing with an unexpectedly high volume of record transfers at the end of the year. Meanwhile, we were dealing with some complications from the teardown and reinstallation of shelving, creating a slight delay in completing the move. There is no significant or material impact from this delay.

Performance Data

	2003	2004	2005	2006	2007
Percent of NARA records center facilities certified as meeting the 2009 regulatory storage standards	–	0	9	9	29
Volume of records center holdings (cubic feet in millions).	23.2	24.1	24.5	25.1	25.7
Storage price per cubic foot for records center holdings.	\$2.10	\$2.16	\$2.16	\$2.28	\$2.28

FY 2008 Performance Plan Evaluation Our Records Center Program continues to assess infrastructure needs for Federal temporary records and develop compliant storage solutions as necessary.

2.7 PRESERVATION
FY 2007 Objectives

- Establish new baseline of archival holdings requiring preservation action and create the capability to measure it accurately.
- Appropriately treat or house 20,000 cubic feet of NARA's at-risk archival holdings to retard further deterioration.
- Inventory and rehouse cumulative 69 percent of OMPFs.

Results

- We established new measurement methodology for our archival holdings requiring preservation action.
- We appropriately treated or housed nearly 54,000 cubic feet of NARA's at-risk archival holdings to retard further deterioration.
- We inventoried and rehoused OMPFs so that 79 percent are now complete.

Discussion: To ensure that archival records are preserved for as long as possible, we regularly assess their preservation needs, provide storage conditions that retard deterioration, and treat, duplicate, or reformat records at high risk for deterioration. Reviewing our measurement methodology indicated that there was a significant number of previously unidentified records that required preservation action. This year we worked to estimate the scope of all preservation work so that we could establish a baseline upon which to measure more accurately the extent of preservation work still needed. We continue to have some work to do in this area to ensure that units are reporting accurately and consistently. We exceeded our goal this year by appropriately treating or performing holdings maintenance on nearly 54,000 cubic feet of holdings.

At 79 percent, we also exceeded our goal of inventorying and rehousing a cumulative 69 percent of Official Military Personnel records. We achieved this accomplishment by averaging more than 750 cubic feet of treatment per month.

We made significant progress this year in designing and beginning development of a holdings management system that will provide: location and space management for identifying records stored at multiple NARA facilities and quickly locating available space to store records; circulation management for tracking the circulation of records to various users; preservation management for effectively managing preservation data, such as risk levels, condition assessments, and the history of preservation actions; and inventory management of traditional holdings.

We are also engaged in a multi-year effort to transition from analog to digital equipment and processes for reformatting records that are on film media. There is a fast-paced, marketplace-driven transition occurring with major photographic, film, audio, and video manufacturers reducing or eliminating traditional analog products. Within a few years, we anticipate that few of the photographic and other analog products that we use today

will be available. We hold significant numbers of records that need reformatting to preserve the information they hold. Without reformatting, much of America's visual and audio documentary heritage from the 19th and 20th-century is in danger, as well as more than 1 billion pages of paper records and images on microfilm. This year we began purchasing new digital equipment to replace our old analog equipment, and began training staff in operating the equipment.

Performance Data	2003	2004	2005	2006	2007
<i>Holdings preserved this year (thousands of cubic feet)</i>	--	--	--	--	20
Holdings treated year to date (thousands of cubic feet)	17	19	27	28	54
Cumulative volume of at-risk archival holdings in cold storage (thousands of cubic feet).	74	80	86	90	90
<i>Performance target for cumulative percent of OMPFs inventoried and rehoused.</i>	--	--	8	35	69
Percent of OMPFs inventoried and rehoused.	--	--	5	42	79

FY 2008 Performance Plan Evaluation We will review our preservation measurement methodology to ensure its accuracy and consistent application across all reporting units. We will also deploy an initial operating capability of the Holdings Management System to an initial set of users. We will continue our transition from analog to digital equipment and processes.

Strategic Goal 3: Electronic Records

We will address the challenges of electronic records in Government to ensure success in fulfilling NARA's mission in the digital era.

**Long-Range
Performance Targets**

3.1 By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.

3.2 By 2012, 80 percent of archival electronic records are preserved at the planned level of service.

3.3 By 2016, the per-megabyte cost of managing electronic records decreases each year.

FY 2007 Resources Available to Meet This Goal: \$62,095,000; 95 FTE

3.1 PROCESSING ELECTRONIC RECORDS

FY 2007 Objectives

- 95 percent of archival electronic holdings are processed to the point where researchers can have efficient access to them.
- Complete data cleanup and data migration planning from legacy systems migrating to ERA in Increment 1.

Results

- ✓ We processed 81 percent of archival electronic holdings to the point where researchers can have efficient access to them.
- ✓ We completed data cleanup and data migration planning from legacy systems migrating to ERA in Increment 1.

Discussion The growth in the volume of electronic records is enormous. At the end of the last Administration, the White House transferred several terabytes of electronic records to NARA for storage and preservation. When the Bush Administration ends in January 2009, NARA expects to receive several hundred terabytes of e-mail, office automation records, digital photographs, and other multi-media electronic formats. In FY 2007, we received 500 gigabytes of Coast Guard documentation related to Hurricane Katrina. Next year, we anticipate receiving nearly 50 terabytes of data from the 2000 Census.

We will significantly enhance our ability to process promptly archival electronic records with the creation of the Electronic Records Archives (ERA). In the meantime, we maintain our existing systems and complete preparations for migrating the data from our existing systems into ERA when it is ready.

We continue to see a sharp upward trend in the growth of our electronic holdings, as shown in the MD&A chart on page 30. A comparison with last year's report will show a seemingly contrary result: the numbers for all years reported here are much less than the numbers reported for those same years last year. Our holdings have not decreased! Instead, we have deployed a much more sophisticated capability to measure "logical data records" (LDR), our intellectual measure for electronic holdings, through our Archival Management Information System (AMIS). Now, instead of merely counting physical records in files, we can count the records as a user might. Thus, we can now count an email as one LDR, rather than as 30 or so physical records. This change reduces the overall numbers, but gives a more "user-based" count of our holdings. For this report, we have re-measured previous years using this new tool. Not surprisingly, the growth trend in our electronic holdings remains as it has been – steadily increasing.

Performance Data	2003	2004	2005	2006	2007
Number of archival holdings in NARA's custody (in millions of logical data records).	–	3,238	4,041	4,611	4,737
<i>Performance target for percent of archival electronic accessions processed.</i>	–	–	–	–	95
Percent of archival electronic accessions processed.	–	76	80	80	81
Number of accessions received.	–	1,732	1,830	2,010	2,153
Number of accessions accessioned.	–	1,239	1,369	1,517	1,638
Unprocessed accessioning backlog (in accessions).	–	408	367	395	415
Median time (in calendar days) from the transfer of archival electronic records to NARA until they are available for access.	450	736	413	259	467

FY 2008 Performance Plan Evaluation We will begin migrating data from the legacy systems we use to process electronic accessions to ERA. We may adjust our processing target lower in FY 2008 as we begin the transition to ERA. For a period, we will be processing electronic records with a division of processes between ERA and our legacy systems. Coupled with training demands and the learning curve with a new system, we may not be able to keep up with past performance during FY 2008.

3.2 PRESERVING ELECTRONIC RECORDS

FY 2007 Objectives

- Test pilot lifecycle management plans for select electronic records using criteria established for levels of service.

Results

- ✓ We developed a pilot lifecycle management plan for select electronic records using criteria established for levels of service.

Discussion We will use a planning mechanism, implemented as an operational feature of ERA, called the Lifecycle Management Plan (LMP) to serve as our roadmap for managing specific accessions. LMP's will allow us to prescribe specific strategies for preservation, access review, and reference activities related to the specific records making up those accessions, and to document the decisions behind those strategies. LMP's will allow us to manage more rigorously and plan for the preservation of Federal records. This year we developed lifecycle management plans for some select records – those of the 9/11 Commission and the Bureau of Labor Statistics – and identified and simulated specific actions that would be taken on these records according to their appropriate level of

service. We are compiling the results of these simulations to inform ERA on implementing the LMP and levels of service in later increments.

FY 2008 Performance Plan Evaluation We will finalize the results from our study of some select groups of records to inform ERA. We will develop a measurement methodology for preservation at the planned level of service.

3.3 COST OF ELECTRONIC RECORDS MANAGEMENT

FY 2007 Objectives

- Complete Acceptance Testing for Increment 1, Release 1 of the ERA system.
- Complete Preliminary Design Review for Increment 2 of the ERA system.
- Achieve initial operating capability of the ERA system.

Results

- ✓ We received the first drop of Increment 1 of the ERA system and began testing.
- ✓ We reviewed the developer’s demonstration of the capabilities needed to meet Increment 2, Release 1 requirements for Presidential records.

Discussion The Electronic Records Archives (ERA) is our leading-edge system that will capture electronic records and information, regardless of format, save them permanently, and make them accessible on whatever hardware or software is currently in use. NARA’s strong oversight of the contractor’s work gave indication earlier this year that there were various problems in the development of the first incremental build of the system. These problems have led to a delay in delivery of this system for use in NARA operations from September 2007 to June 2008. NARA and the system contractor are working collaboratively on a comprehensive effort to correct or eliminate the conditions that created the problems and to mitigate against additional delays as the program progresses.

A significant part of the delayed delivery of Increment 1 results from the joint decision with the contractor to improve the likelihood that the system will meet requirements by adding three deliveries of parts of the first increment system in pilot mode. The pilots enable us to conduct extensive functional and security tests on the system, and enable the contractor to address any problems found prior to formal delivery for production use. We do not anticipate any impact to NARA’s ability to take in, preserve, and manage the electronic records of the Executive Office of the President at the end of the current Administration, as a separate team is pursuing this development on an independent track.

Performance Data

	2003	2004	2005	2006	2007
<i>Performance target of percent of NARA’s accessions preserved in preparation for their transfer to the Electronic Records Archives.</i>	–	99	80	80	80
Percent of NARA’s accessions preserved in preparation	–	89	89	89	89

National Archives and Records Administration
Performance and Accountability Report, FY 2007

Performance Data	2003	2004	2005	2006	2007
for transfer to ERA.					
Number of accessions preserved.	–	1,541	1,628	1,788	1,915
Number of megabytes of archival electronic records preserved (in millions).	–	1.9	9.5	16.8	17.8
Number of archival holdings in NARA's custody (in millions of logical data records).	–	3,238	4,041	4,611	4,737
Per megabyte cost to preserve archival electronic records.	–	\$3.61	\$0.70	\$0.43	\$0.37

FY 2008 Performance Plan Evaluation We will continue our close oversight and monitoring of ERA and reach Initial Operating Capability of Increment 1. We will complete a prototype for the first release of the Presidential system. We will also continue making business process decisions that shape system development decisions in a timely manner.

Strategic Goal 4: Access

We will provide prompt, easy, and secure access to our holdings anywhere, anytime

Long-Range

Performance Targets

4.1. By 2016, NARA customer service standards for researchers are met or exceeded.

4.2. By 2012, 1 percent of archival holdings are available online.

4.3. By 2016, 95 percent of archival holdings are described at the series level in an online catalog.

4.4. By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites.

FY 2007 Resources Available to Meet This Goal: \$48,704,000; 291 FTE

4.1 NARA CUSTOMER SERVICE STANDARDS

FY 2007 Objectives

- 90 percent of written requests are answered within 10 working days
- 95 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
- 85 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
- 85 percent of online archival fixed-fee reproduction orders are completed in 20 working days or less.

Results

"Thanks so much for the information in the three emails and for the time you spent on the phone today."

"The help you gave me [at] the Eisenhower Library made my first experience of researching at an archives very easy and comfortable."

- ✓ We answered 93 percent of written requests within 10 working days;
- ✓ We furnished 86 percent of items requested in our research rooms within 1 hour of request or scheduled pull time;
- ✓ We answered 88 percent of Freedom of Information Act requests for Federal records within 20 working days;
- ✓ We completed 72 percent of online archival fixed-fee reproduction orders in 20 working days or less.

Discussion We met or exceeded most of our customer service targets in FY 2007. Our customers received answers to their Freedom of Information Act requests within 20 days 88 percent of the time, despite a 26 percent increase in requests. This consistent upward trend reflects our commitment to provide more timely response to these important requests.

Our commitment to reduce our processing backlog came at some cost this year, particularly in the Washington, DC, research rooms, because it drew on some of the resources we had been using to serve customers in our research rooms. With overall fewer staff to meet our customer service goals in the research rooms, our ability to provide the records requested within 1 hour of request or the scheduled pull time dropped by 10 percent while the number of items we furnished increased by 24 percent and researcher visits increased 3 percent. We continue to monitor carefully our research room processes and services to look for ways to improve performance with reduced staffing and minimize impact to our customers.

Our ability to respond in a timely manner to written requests within 10 working days was also affected by the resources realignment to process the records backlog. Performance dropped by 4 percent.

We make reproductions of archival documents for a fixed fee to the general public. We have historically completed more than 95 percent of these requests in less than 35 working days. This year, we changed the performance measure to less than 20 days. In addition, we expanded the services we provide. These changes affected our performance measurement this year.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for written requests answered within 10 working days.</i>	85	90	95	95	90
Percent of written requests answered within 10 working days.	94	95	96	97	93
<i>Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.</i>	85	85	90	90	85
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	64	68	82	87	88
Number of FOIAs processed.	5,017	5,131	8,794	8,758	12,027
Annual cost to process FOIAs (in millions).	\$1.35	\$1.43	\$1.74	\$2.62	\$2.72
Annual per FOIA cost.	\$265	\$272	\$196	\$295	\$220
<i>Performance target for items requested in our research rooms furnished within 1 hour of request or scheduled pull time.</i>	95	95	95	95	95
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	96	98	98	96	86
Number of researcher visits to our research rooms (in thousands).	205	169	171	134	138
Number of items furnished in our research rooms (in thousands).	607	696	537	421	520
Number of items furnished on time in our research rooms (in thousands).	584	683	527	405	449
<i>Performance target for archival fixed-fee reproduction orders through SOFA are completed in 20 (35 pre-2007) working days or less.</i>	60	75	80	85	85
Percent of archival fixed-fee reproduction orders	99	99.9	98.9	96.7	72.4

Performance Data	2003	2004	2005	2006	2007
through SOFA are completed in 20 (35 pre-2007) working days or less.					
Average per order cost to operate fixed-fee ordering.	\$26.34	\$29.35	\$27.31	\$28.74	\$26.67
Average order completion time (days)	14	9	12	14	17

FY 2008 Performance Plan Evaluation We expect to meet or exceed our published standards for customer service. We will begin work on a survey tool to measure researcher satisfaction with their NARA experience.

4.2 ONLINE ACCESS TO ARCHIVAL HOLDINGS

FY 2007 Objectives

- Increase the number of queries in Access to Archival Databases (AAD) by 25 percent.
- Develop digitization partnership principles and a digitization plan for making available archival holdings online.
- Develop an inventory of existing digital copies of archival materials that could be made available online.
- Increase the number of digital copies available online through the Archival Research Catalog (ARC) by 10 percent.

Results

- We increased the number of queries in Access to Archival Databases (AAD) by 13 percent.
- We developed digitization partnership principles and a digitization plan for making available archival holdings online.
- We developed an inventory of existing digital copies of archival materials that could be made available online.
- We increased the number of digital copies available online through the Archival Research Catalog (ARC) by 10 percent.

Discussion As we take the initial steps in creating a digitization program that would make the historical holdings from the National Archives more accessible through the Internet, we spent considerable time this year developing the guiding principles for an agency approach to partnerships and identifying what we want to achieve through digitization projects. We released for public comment a draft plan outlining our planned strategies. The document describes NARA's mission, our archival holdings, and our experiences with digitization, to give the context of the draft Plan for Digitizing Archival Materials for Public Access, 2007-2016. We also describe our planned goals, activities, and

priorities for digitization, as well as a list of current digitization activities being carried out by NARA and through partnerships to digitize and make available archival materials. An appendix contains operating principles that we are using as we enter into partnerships and references relevant NARA guidance that applies to handling of archival materials being digitized and the technical guidelines for image creation and description.

This year, we took some exciting new steps toward making more of our archival holdings available online. NARA entered into a partnership with Footnote, Inc., to digitize select holdings, beginning with materials currently on microfilm, making them available to the public on the Footnote web site and in NARA research rooms nation-wide. Through this non-exclusive agreement, NARA receives a set of digitized images of these holdings and their metadata, which we will be able to make available to the public in 5 years through the NARA web site in addition to our research rooms. These holdings will be described in our online catalog. We developed some guiding principles for our partnerships, which we made available for public comment, and have collected public comment on another proposed partnership. Overall, the public is supportive of our efforts to use partnerships to make more of our holdings available online.

We conducted an inventory of digital copies throughout NARA. This inventory will provide us with a comprehensive list of digital copies of records that may be of interest to the public. These images are among those that we used to meet our goal of increasing the images available in the Archival Research Catalog (ARC). We were able to meet our goal of increasing digital copies in ARC by 10 percent, adding not only images but also archival descriptions of the images that are vital to the research process.

We announced a non-exclusive agreement with CustomFlix Labs, part of Amazon.com, Inc., to make thousands of historic films from our holdings available for purchase on Amazon.com. We hold more than 200,000 motion picture titles that include documentaries, newsreels, instructional films, combat footage, research and development films, and many other formats that provide an unequalled visual history of the United States. NARA will receive digital reference and preservation copies and the agreement allows the public to both purchase copies of films on DVD through Amazon, or view and copy them free in our College Park, MD, research room.

We set a target to increase the number of queries in our Access to Archival Databases (AAD) system this year. We did not meet the target to increase queries, but the number of visits to AAD increased by an unexpected 176 percent. This good news stems from the new technical design of AAD. Previously, users had to go through the query engine to get results, which were synthesized into web pages on the fly. Now, we are pre-staging those result pages. This means that Google and other search engines can find those pages, index them, and send users to them directly. This greatly increases the visibility of the pages, as the visit numbers suggest. The number of queries through our own query engine is no longer a good measure of the extent to which our holdings are being accessed.

The number of records available in AAD decreased by 24 percent this year because we removed a group of records related to Grants, Insurance, Loans, Subsidies, and Other Economic Assistance Awarded by Federal Agencies that were identified as having some privacy issues.

Performance Data	2003	2004	2005	2006	2007
Percent increase in number of archival electronic holdings accessible online.	-	51	20	13	-24

Performance Data	2003	2004	2005	2006	2007
Percent of electronic holdings accessible online.	–	2.2	2.1	2.1	1.5
Number of electronic holdings accessible online (cumulative logical data records in millions).	47	71	86	97	74
Number of electronic holdings (cumulative logical data records in millions).	–	3,238	4,041	4,611	4,737
<i>Performance target for percent increase in AAD queries.</i>	–	–	–	–	25
Percent increase in AAD queries.	–	–	46	31	13
Number of AAD queries (in thousands of queries).	–	778	1,134	1,480	1,665
Number of AAD users (in thousands of visits)	489	551	567	1,986	5,496

FY 2008 Performance Plan Evaluation We will develop the measurement methodology for the number of archival holdings accessible online, whether through NARA or partners. We will increase the number of digital copies available online through ARC. We will also collect and analyze agency business requirements for digital storage needs. We will launch a partnership with the Genealogical Society of Utah to digitize Civil War pension application case files.

4.3 ONLINE CATALOG

FY 2007 Objectives

- Describe 55 percent of NARA traditional holdings in the Archival Research Catalog.
- Describe 55 percent of NARA artifact holdings in the Archival Research Catalog.
- Describe 55 percent of NARA electronic holdings in the Archival Research Catalog.

Results

The best thing about ARC is...“the online digitized documents that are available for downloading.”

- ✓ We described 56 percent of NARA traditional holdings in the Archival Research Catalog.
- ✓ We described 57 percent of NARA artifact holdings in the Archival Research Catalog.
- ✓ We described 99 percent of NARA electronic holdings in the Archival Research Catalog.

Discussion We continued our agency-wide description work this year and our online catalog now contains descriptions of 56 percent of our traditional holdings at the series level. The cross-NARA effort this year more than doubled the amount of work accomplished when compared with last year. ARC now contains descriptions of more than 1.9 million cubic feet of traditional records (56 percent of our traditional holdings), more than 300,000 artifacts (57 percent of our artifacts), and 4.7 billion logical data records (99 percent of our electronic records).

In FY 2007, we added 19,573 series to ARC. Because most of our descriptions are at the series level and we measure our targets in cubic feet, as the size of the series we are describing becomes smaller, we have to work much harder to complete the same amount of cubic footage. In FY 2004, our average series size was 94 cubic feet. In FY 2007, it was 10 cubic feet. We met our goal by more than doubling our description efforts from last year.

Access is about making information about our holdings easier to find and goes beyond simply describing our holdings in ARC. We have undertaken a major effort to put data from existing finding aids into ARC. This is a remarkably efficient way to leverage previous work and to provide detailed, searchable information on the web, a huge value to our researchers. After adding nearly 365,000 file units this year, ARC now includes more than 1 million file units. In addition, we continue to create web pages that contain canned searches and reference materials about a variety of topics and collections. We worked with Google this year to index ARC sitemaps so that descriptions about our holdings would appear in Google searches and those of other search engines. We also are working collaboratively with our partners on digitizing projects, because the ARC metadata describing the digital images that the partners are creating will enable researchers to use the products from these projects.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for traditional holdings in an online catalog</i>	25	30	40	50	55
Percent of traditional holdings in an online catalog	20	33	43	51	56
Number of traditional holdings described in an online catalog (thousands of cubic feet)	602	1,033	1,366	1,671	1,886
Number of traditional holdings in NARA (thousands of cubic feet)	3,025	3,100	3,167	3,299	3,349
<i>Performance target for artifact holdings in an online catalog</i>	25	30	40	50	55
Percent of artifact holdings in an online catalog	17	40	43	57	57
Number of artifact holdings described in an online catalog (thousands of items).	90	215	233	309	309
Number of artifact holdings in NARA (thousands of items)	528	540	544	544	544
<i>Performance target for electronic holdings in an online catalog</i>	0	5	10	20	55
Percent of electronic holdings in an online catalog	0	17	63	98	99
Number of electronic holdings described in an online catalog (millions of logical data records)	–	535	2,539	4,517	4,692
Number of electronic holdings in NARA (millions of logical data records)	–	3,238	4,041	4,611	4,737
Number of ARC users (in thousands of visits*)	–	158	286	254	290

FY 2008 Performance Plan Evaluation We will launch our redesigned ARC web system, the public face of ARC. The redesign will provide an improved easier-to-navigate user interface based on customer feedback.

4.4 ONLINE SERVICES

FY 2007 Objectives

- Develop methodology for assessing NARA's score against the benchmark for excellence as defined for Federal Government web sites.

Results

- We developed a methodology for assessing NARA's score against the benchmark for excellence as defined for Federal Government web sites.

Discussion We continue to collect public feedback about our sites through our American Customer Satisfaction Index (ACSI) online surveys of our web sites and major application interfaces, such as our Archival Research Catalog (ARC) and Access to Archival Databases (AAD) systems. The results of these surveys continue to help guide enhancements to our public web site, archives.gov, making it more helpful to our customers. The Presidential Libraries consistently outperform the overall ACSI e-Government satisfaction score and other benchmarks. We plan to continue to respond to customer expectations by following this successful model and building upon the success of the collective Presidential Library web sites.

In accordance with the President's Management Agenda, which aims to expand electronic government, NARA has aggressively looked for opportunities to make more of our services, for both Federal agencies and the public, available electronically. To meet this challenge and the requirements of the Government Paperwork Elimination Act (GPEA), however, we must be able to support a wide variety of complex electronic transactions.

Our web sites assist the public in navigating our services from their homes; visiting virtually the National Archives, Presidential Libraries, Regional Archives, and the Charters of Freedom (the Declaration of Independence, Constitution, and Bill of Rights); and using resources available in our facilities nationwide. The sites also provide information about the varied and numerous public programs offered at all of NARA's locations, including those in the Regional Archives and the Presidential Libraries, as well as components of the National Archives Experience in Washington, DC, such as the William G. McGowan Theater and the Public Vaults permanent exhibit.

In FY 2007, we enhanced the educational aspect of our public web site, *archives.gov*, providing more engaging ways for our visitors to learn about the use of historical documents and the services we provide. The Presidential Libraries continued to digitize and post historical materials online, including the launch of a Presidential Timeline initiative, and a new site for the Richard Nixon Presidential Library, which launched July 11, 2007. Two major online exhibits were developed and launched – “Eyewitness” and “The Way We Worked” – based on the physical exhibits displayed at the National Archives Building.

Performance Data	2003	2004	2005	2006	2007
Online visits to NARA's web sites (in thousands).	–	–	21,859	31,897	34,871
Cost to provide NARA services online per visitor.	\$0.16	\$0.13	\$0.17	\$0.10	\$.05
<i>Performance target for web sites score at or above the benchmark for excellence as defined for Federal government web sites.</i>	–	–	72.1	71.3	72.3
Web sites score at or above the benchmark for excellence as defined for Federal government web sites.	–	–	69*	69	TBD
Percent of NARA services available online.	30	40	52	52	52
Number of NARA services online.	36	48	62	62	62

*NARA won “Best Practices, Best Web Design in 2005,” a peer award voted by Federal web managers throughout Government service.

FY 2008 Performance Plan Evaluation NARA will evaluate the need for a redesign of the *archives.gov* home page. A new design of the Federal Records Center Program pages will be launched, as well as a redesign of our online “National Archives Experience” to offer a

new interactive feature using digitized images of many of the records from the Public Vaults exhibit. Several online exhibits are planned for launch, including a “Running for Office” exhibit about political cartoons. In addition, we have begun work on assessing our current online capabilities to determine gaps and overlaps, and will begin development of a strategic concept of operations for web-based access to NARA’s digitized and electronic records by the public. *Order Online!*, NARA’s public application for ordering copies of selected records, will expand its capabilities to better support the quotation process and improve researcher ease of use by promoting online researcher self-service in determining what records NARA has and how to obtain copies. The key objective of the redesign is to allow researchers to locate and order products across format types while facilitating the pre-quoting process by capturing all relevant data related to the researcher request.

Strategic Goal 5: Civic Literacy

We will increase access to our records in ways that further civic literacy in America through our museum, public outreach, and education programs

**Long-Range
Performance Targets**

5.1. By 2016, our museums score in the top 10 percent of all history museums nationally according to industry measures.

5.2. By 2016, 95 percent of exhibit, public outreach, and education visitors are highly satisfied with their visit experience.

FY 2007 Resources Available to Meet This Goal: \$41,855,000; 295 FTE

5.1 ACCESS THROUGH MUSEUMS

FY 2007 Objectives

- Survey industry measurement tools for an appropriate benchmark for NARA museums.

Results

"It was exciting to see such an important part of my country's history. It was worth coming all this way."

- ✓ We identified an industry standard assessment tool for NARA museums.

Discussion: In the promotion of civic literacy, the National Archives has always played a unique and important role. As the keeper of the records of the Government, we have literally safeguarded the documentary record of American history. This record belongs to the American people. From the Charters of Freedom, to the census records that enumerate our country's population, to the records of Congress and Presidential Administrations, our holdings are so vast and diverse that the value and amount of information available is not always readily apparent to the public. Therefore, we continually educate the public about the treasure trove of information and services we offer. Museum programs are an inspiring way for people to understand their own personal connection to the records in the National Archives. Our efforts are intended to help families see how their own stories fit into our national mosaic, and to thrill young people with the real-life drama of the American experience.

Our museums offer a variety of public experiences throughout the United States. The National Archives Experience, launched in FY 2005 with the opening of the Public Vaults exhibit, the McGowan Theater, and O'Brien Traveling Exhibits Gallery, continues to grow in scope and impact. Presidential libraries and museums play a vital role in promoting an understanding of not only the Presidency, but also American history and democracy. From Hoover through Clinton, the museums offer thought-provoking and entertaining permanent exhibits that combine documents and artifacts, photographs and film to immerse visitors in the sights and sounds of the past.

This year, we evaluated an industry standard survey package for use in surveying visitors to our Washington, DC, museum exhibits. The Presidential Libraries have developed their own survey, which is under review with the Office of Management and Budget.

Performance Data	2004	2005	2006	2007
Number of visitors to NARA museums and exhibits (in millions)	2.4	2.9	2.9	3.1

FY 2008 Performance Plan Evaluation We will implement an industry standard survey package for use in our Washington, DC, museum. We expect to implement a survey across the Presidential Library system once approved for use.

5.2 CUSTOMER SATISFACTION WITH OUR PROGRAMS

FY 2007 Objectives 95 percent of NARA education programs, workshops, and training courses meet attendees' expectation.

Results Our users rated 98 percent of NARA education programs, workshops, and training courses as meeting attendees' expectations.

"The American public benefits from your expert training, as the seminar participants return to their libraries and assist their customers in accessing the government information they need from the Federal Register."

Discussion: Studies indicate that visitor satisfaction correlates with learning. People who report having a satisfying experience also turn out to have learned more of the content of the program. We delivered a wide variety of experiences for visitors throughout the National Archives. These experiences were delivered through physical visits, online and offline publications, video conferences, web casts, and other venues. This year 98 percent of those surveyed felt that our programs, workshops, and training courses met their expectations. Our programs continue to prove both educational and enjoyable thanks to our instructors and the wealth of material in the National Archives. We offered 150 rated programs this year, 129 rated training courses, and 327 rated records management training courses across NARA. Our response rate for attendee ratings was 86 percent this year.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percent of education programs, workshops, and training courses meeting attendees' expectations.</i>	95	95	95	95	95
Percent of education programs, workshops, and training courses meeting attendees' expectations.	95	99	99	99	98
Number of rated education programs, workshops, and training courses.	440	464	547	605	606
Number of attendees at rated education programs, workshops, and training courses.	7,601	8,125	9,248	10,394	12,299

FY 2008 Performance Plan Evaluation We will develop an education program survey and assess public comment on a museum visitor satisfaction survey.

Strategic Goal 6: Infrastructure

We will equipment NARA to meet the changing needs of our customers

- Long-Range Performance Targets
- 6.1. By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.
 - 6.2. By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).
 - 6.3. By 2016, public network applications are available 99 percent of the time.

FY 2007 Resources Available to Meet This Goal: \$32,254,000; 165 FTE

6.1 RECRUITMENT AND DEVELOPMENT

- FY 2007 Objectives
- Maintain 95 percent of staff development plans linked to strategic outcomes.
 - Maintain 95 percent of employee performance plans linked to strategic outcomes.
 - Design pilot for a management development program in another program office.
 - Complete eOPF conversion project.
- Results
- ✓ We maintained 96 percent of staff development plans linked to strategic outcomes.
 - ✓ We maintained 97 percent of employee performance plans linked to strategic outcomes.
 - ✓ We designed a pilot for a management development program for our Washington, DC, records services office.
 - ✓ We completed the eOPF conversion project.

Discussion: We exceeded our goal this year, linking 96 percent of NARA employee performance plans directly to our new Strategic Plan. We also exceeded our target of linking staff development plans to the Strategic Plan, 97 percent of our staff creating development plans that will enable them to learn new competencies and broaden their knowledge base. These opportunities are carried out through research or study time, cross-training, short details to other offices, training courses, and other creative approaches that support Strategic Plan strategies and tactics.

One of the 24 e-Government initiatives designed to support the President's Management Agenda (PMA) is OPM's Enterprise Human Resources Integration (EHRI), which supports human resources management across the Federal Government at all levels, from front-line employee to senior management. When fully implemented, EHRI will replace the current Official Personnel Folder (OPF) with an electronic Official Personnel File (eOPF). The purpose of the eOPF is the same as the paper Official Personnel Folder: to document the employment history of individuals employed by the Federal Government. The eOPF provides the ability to capture and store images from paper-based records and to provide immediate online access and printed copies of any digital form. In FY 2006, we selected a vendor to convert NARA OPFs to eOPFs. This year all files were scanned and transmitted to the National Business Center where they are being uploaded for our use.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percent of permanent staff having staff development plans that link to strategic outcomes.</i>	95	95	95	95	95
Percent of permanent staff having staff development plans that link to strategic outcomes.	91	52	78	76	96
Number of permanent staff having staff development plans that link to strategic outcomes.	2,435	1,400	2,071	1,944	2,379
Number of permanent staff.	2,681	2,703	2,664	2,607	2,485
Average time (in calendar days) to fill a leadership position	–	90	82	42	39
<i>Performance target for percent of staff having performance plans that link to strategic outcomes</i>	95	95	95	95	95
Percent of staff having performance plans that link to strategic outcomes.	95	93	94	95	97
Number of staff having performance plans that link to strategic outcomes.	2,614	2,560	2,560	2,562	2,496

FY 2008 Performance Plan Evaluation We anticipate that we will meet our FY 2008 targets.

6.2 EQUAL EMPLOYMENT OPPORTUNITY

FY 2007 Objectives

- Increase the percentage of people in underrepresented groups in pools of applicants from which to select candidates for positions in grades 13 and above over the percentage in FY 2006.

Results

- We employed people in underrepresented groups so that our percentages matched in two out of six underrepresented groups.

Discussion: We recognize the need to have a workforce that reflects, to the best of our ability, the American workforce. To accomplish this, we build recruitment strategies based on how our microcosm compares to the nation's workforce. We provide equal opportunities in management through recruitment strategies to increase the number of applicant pools for positions in grades 13 and above that contain people in underrepresented groups. This year 76 percent of our applicant pools contained self-identified minorities, down from last year.

The reason for the drop this year was the fact that we were not hiring at the same rate as previous years. A hiring freeze in 2006 created a situation in which many of the jobs filled in 2007 were from applicants within NARA. NARA-only merit promotions dominated applicant pools for the first time since we have collected data. Because NARA is not as diverse as the Civilian Labor Force overall, this meant that our applicant pools were inherently less rich in underrepresented groups than in previous years when hiring from outside the agency was more frequent.

Our objective is to reflect the diversity of those industry workforce populations that do the same kind of work that we do. We fell short of the target for women by only employing 86 percent of the workforce diversity for women. We continue to exceed the industry standard for blacks at 301 percent, but we missed our targets this year for American Indian (57 percent), Asian (62 percent), and Hispanic (18 percent) groups. Our overall minority representation remained well above that in the industry, at 148 percent. In addition, we met our target for reflecting a workforce with targeted disabilities with such being self-reported by 1.6 percent of our workforce.

Performance Data	2003	2004	2005	2006	2007
<i>Performance target for percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.</i>	79	90	93	96	87
Percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.	91	92	95	87	76
Number of applicants for positions at grades GS-13 and above.	1,177	1,783	1,725	677	194
Number of applicant pools for positions at grades GS-13 and above.	85	143	153	86	37
Number of pools for positions in grades GS-13 and above that had self-identified applicants in protected classes.	77	132	145	75	28
<i>Percent of Civilian Labor Force rate used to determine if underrepresented groups met employment target.</i>	65	70	80	90	100
Underrepresented groups of employees meeting target (checkmark indicates target met or exceeded)					
– Women	✓	✓	✓		
– Black	✓	✓	✓	✓	✓
– Latino-Hispanic					
– Asian American/Pacific Islander	✓	✓			
– American Indian/Alaskan Native	✓	✓			
– Targeted disability	✓	✓	✓	✓	✓

FY 2008 Performance Plan Evaluation Reviewing our processes for announcing vacancies and hiring will help us determine where we are falling short in meeting our targets for certain underrepresented groups.

6.3 INFORMATION TECHNOLOGY

FY 2007 Objectives

- Public network applications are available 98.80 percent of the time.

Results

- ✓ Public network applications are available 99.33 percent of the time.

Discussion: A great deal of our success rides on the performance of our technological resources. In an increasing digital world, our ability to communicate with our customers, provide our nation with access to digital records and research tools, and open Internet doors to archival records, all depend on the reliability and security of our IT systems. The growth in customers using our public network applications, nearly doubling in two years, points to the importance of having reliable, secure applications available when the customer wants to use them.

To that end, over the past year we completed a major upgrade of NARANET, our computer network, upgrading our operating system and e-mail system and replacing network servers. In addition, we upgraded server racks and updated procedures for securing them at our College Park facility. We enforced procedures for securing racks at all NARA regional locations. We also finished a multi-year upgrade of our telecommunications system across the country.

Performance Data	2003	2004	2005	2006	2007
Percent of public network availability.	100	100	99.9	100	100
<i>Performance target for percent availability of public applications.</i>	—	96.5	97	98.9	98.80
Percent of public network applications availability.	—	98.7	98.9	98.9	99.3
Number of total hours that any public network application was unavailable.	—	1,047	923	830	504
Number of network users for public applications (in millions).	—	4.4	6.6	8.7	12.0
Cost per network user for public applications.	—	\$0.29	\$0.24	\$0.27	\$0.34
Percent of customer's highly satisfied with NARA helpdesk services (average for year).	—	—	—	—	65

FY 2008 Performance Plan Evaluation We will continue to improve the physical security of our computer infrastructure. We will recompete our IT Support Services contract and investigate and test possible IT solutions for work-at-home to support Federal telework initiatives.

FY 2007 PROGRAM EVALUATIONS

Strategic Goal 1: Our Nation's Record Keeper

Office of Inspector General, *OIG Report 07-04, Audit of NARA's Hurricane Katrina Related Mission Assignments*, November 20, 2006.

The Department of Homeland Security asked the NARA OIG to perform this audit to determine the efficiency and effectiveness of this mission assignment at NARA. The DHS OIG is reviewing mission assignments that the Federal Emergency Management Agency (FEMA) provided to other federal agencies and will use the information gathered to improve the mission assignment process. There were no recommendations associated with this audit memorandum.

Strategic Goal 2: Preserve and Process

Office of Inspector General, *OIG Report 07-01, Audit of Management Controls for Safeguarding NARA's Specially Protected Records and Artifacts Stored in Stacks, Vaults, and Safes*, October 12, 2006.

The Inspector General audited several NARA program areas to determine whether controls are adequate to properly safeguard specially protected records and artifacts that are stored in stacks, vaults, and safes. Specifically, the audit assessed whether NARA is adequately identifying, controlling, and restricting access to specially protected items. There are five recommendations associated with this report; all five are closed.

Office of Administrative Services, *Physical Security and Life Safety Review*, March 2007.

The office conducted a security and life safety inspection of the Jimmy Carter Library and Museum. There were three recommendations made in this report, two of which are still open as of September 30, 2007.

Office of Administrative Services, *Physical Security and Life Safety Review*, April 2007.

The office conducted a security and life safety inspection of the National Archives at College Park. There were 29 recommendations made in this report, nine of which are still open as of September 30, 2007.

Office of Administrative Services, *Physical Security and Life Safety Review*, April 2007.

The office conducted a security and life safety inspection of the Richard Nixon Library and Museum prior to certification and acceptance. There were 10 recommendations made in this report, all of which are still open as of September 30, 2007.

Office of Administrative Services, *Physical Security and Life Safety Review*, April 2007.

The office conducted a security and life safety inspection of the National Archives Building. There were 14 recommendations made in this report, five of which are still open as of September 30, 2007.

Strategic Goal 3: Electronic Records

Government Accountability Office, GAO-07-987, *The National Archives and Records Administration's FY 2007 Expenditure Plan*, July 2007.

GAO's objectives in reviewing the expenditure plan were to (1) determine the extent to which the expenditure plan satisfied the legislative conditions specified in the Appropriations Act; (2) determine the extent to which NARA has implemented GAO's prior recommendations; and (3) provide any other observations about the expenditure plan and the ERA acquisition. GAO reviewed the expenditure plan, analyzed it against the legislative conditions, and assessed NARA's progress in addressing prior recommendations. GAO made no recommendations in this report.

Strategic Goal 4: Access

There were no audits or evaluations specific to this strategic goal in FY 2007.

Strategic Goal 5: Civic Literacy

There were no audits or evaluations specific to this strategic goal in FY 2007.

Strategic Goal 6: Infrastructure

Office of Inspector General, OIG Report 07-02, *Review of Archives II Server Disk Space Utilization*, December 4, 2006.

The Inspector General reviewed NARA servers to identify the amount of server disk space occupied by digital media computer files. Specifically, the OIG sought to determine if media files, i.e., music, video, audio files, etc., took up a significant amount of server disk space, and whether the storage of that type of computer file by NARANet users complied with NARA policy. There was one recommendation in this report; it is closed.

Office of Inspector General, OIG Report 07-03, *Suitability Determinations for Contract Employees*, November 28, 2006.

The Inspector General sought to determine the percentage of contractors hired at NARA with felony convictions and to examine NARA's process for determining contractor employment suitability. There was one recommendation in this report and it remains open as of September 30, 2007.

Office of Inspector General, *OIG Report 07-08, Audit of NARA's Energy Usage*, June 8, 2007.

The Inspector General sought to (1) determine whether NARA could take additional measures to reduce rising energy costs, (2) assess NARA's energy management efforts, and (3) evaluate whether NARA complies with Federal energy management requirements. There were four recommendations in this report, all of which remain open on September 30, 2007.

Office of Inspector General, *OIG Report 07-10, Review of Selected Security Aspects of NARA's Computer Network Environment*, July 2, 2007.

The Inspector General addressed issues that came to the OIG's attention during the review of the Novell NetWare/GroupWise software upgrade project. Specifically, these included: (1) unidentified devices connected to NARANet, (2) network printers not properly configured, (3) Novell servers with no audit trails, and (4) NIST and agency guidance not always followed when establishing new user accounts at Presidential libraries. There were four recommendations in this report; portions of three of these recommendations remain open on September 30, 2007.

Multi-Goal Evaluations

Office of Inspector General, *OIG Report 07-05, Clifton-Gunderson LLP (CG) Audit of the National Archives and Records Administration FY 2006 Financial Statements*, December 6, 2006.

The Inspector General contracted with Clifton Gunderson (CG) to conduct an independent review of NARA's financial statements as well as internal controls and operations. CG made 21 recommendations and issued an unqualified opinion. Details on the disposition of these recommendations are located in Section 4, Other Accompanying Information.

Office of Inspector General, *OIG Report 07-07, Evaluation of Management Control Program for FY 2006*, February 27, 2007.

The Inspector General reviewed NARA's FY 2006 Management Control Program. There were no recommendations made.

Office of Inspector General, *OIG Report 07-06, Audit of Textual Records Processing at NARA*, February 28, 2007.

The Inspector General audited the records processing function to determine if

NARA was making archival textual records available to the public in a timely manner. The OIG set out to determine if NARA was "providing ready access to essential evidence" as defined in the Strategic Plan in place when the audit was begun in April 2006. There were two recommendations made in this report, one of which remains open on September 30, 2007.

Office of Regional Records Services, *Program Review*, April 2007.

The office conducted a program evaluation of the three offices in the Northeast Region. There was one recommendation made in this report and it remains open on September 30, 2007.

Office of Regional Records Services, *Program Review*, July 2007.

The office conducted a program evaluation of the Rocky Mountain Regional Office. There were three recommendations made in this report, all of which remain open on September 30, 2007.

Office of Presidential Libraries, *Program Review*, May 2007.

The office conducted a program review of the Dwight D. Eisenhower Library. There were 12 recommendations made in this report, all of which are closed.

Office of Presidential Libraries, *Program Review*, July 2007.

The office conducted a program review of the George Bush Library. There were 10 recommendations made in this report, eight of which remain open on September 30, 2007.

Federal Records Management Evaluations

Under 44 U.S.C. 2904(c)(8), the Archivist of the United States is required to report to Congress and OMB annually on the results of records management activities. NARA fulfills this requirement through the Performance and Accountability Report. Through this report, we also highlight the progress of individual agencies in managing and preserving the documentation necessary to protect the legal and financial rights of the Government and citizens.

Electronic Records Management

In FY 2007, we targeted 180 critical electronic records systems in 22 Federal agencies. The goal of the effort was to describe and appraise the records in these systems to ensure they were adequately maintained to meet agency business needs, protect the legal and financial rights of the Government and its citizens, and preserve those of permanent value. Through agency/NARA partnerships, we appraised 254 critical electronic records systems and scheduled 423 electronic records systems in 44 agencies, exceeding our target.

The following agencies scheduled electronic records in FY 2007:

Department of Agriculture
Department of Agriculture, Agricultural Marketing Service
Department of Agriculture, Food Safety and Inspection Service
Department of Agriculture, Forest Service
Department of Agriculture, Cooperative State Research, Education, & Extension Service
Department of Agriculture, Rural Housing Service
Department of Agriculture, Rural Utilities Service
Central Intelligence Agency
Department of Defense, Department of the Navy
Department of Defense, Department of the Air Force
Department of Defense, Department of the Army
Department of Defense, Joint Staff
Department of Defense, Office of the Secretary of Defense
Department of Energy
Department of Energy, Bonneville Power Administration
Department of Homeland Security, Federal Emergency Management Agency
Department of Homeland Security, Transportation Security Administration
Department of Homeland Security, US Coast Guard
Department of Health and Human Services, Centers for Medicare & Medicaid Services
Department of Health and Human Services, Food and Drug Administration
Department of Housing and Urban Development
Department of the Interior, US Geological Survey
Department of the Interior, Bureau of Indian Affairs
Department of the Interior
Department of the Interior, National Park Service
Department of the Interior, Minerals Management Service
Department of Justice
Department of Justice, Drug Enforcement Agency
Department of Justice, Federal Bureau of Investigation

Department of Labor, Bureau of Labor Statistics
Department of Labor, Employment and Training Administration
Department of State
Department of Transportation, Federal Motor Carrier Safety Administration
Department of Transportation, Federal Railroad Administration
Department of Transportation, National Highway Traffic Safety Administration
Department of Veterans Affairs, Office of General Counsel
Environmental Protection Agency
Equal Employment Opportunity Commission
Federal Energy Regulatory Commission
General Accounting Office
National Geospatial-Intelligence Agency
Securities and Exchange Commission
Small Business Administration
Social Security Administration

The following agencies transferred electronic records to the legal custody of the National Archives for permanent preservation:

Administrative Office of the US Courts
Department of Agriculture, Foreign Agriculture Service
Department of Agriculture, Forest Service
Department of Commerce, Bureau of the Census
Department of Commerce, Patent and Trademark Office
Commodity Futures Trading Commission
Department of Defense, Department of the Army
Department of Defense, Defense Threat Reduction Agency
Department of Defense, Department of the Navy, Bureau of Naval Personnel
Department of Defense, Office of the Secretary
Department of Education
Department of Energy
Department of Energy, Bonneville Power Administration
Environmental Protection Agency
Farm Credit Administration
Federal Communications Commission
Federal Reserve System
Department of Health and Human Services, Centers for Disease Control and Prevention
Department of Homeland Security, US Coast Guard
Department of Homeland Security, US Customs and Border Protection
Department of the Interior, Fish and Wildlife Service
Department of Justice
Department of Labor, Bureau of Labor Statistics
Department of Labor, Mine Safety and Health Administration
Merit Systems Protection Board
National Aeronautics and Space Administration
National Endowment for the Arts
National Science Foundation
Office of Personnel Management
Small Business Administration
Department of State
Department of Transportation

Department of Transportation, Federal Aviation Administration
Department of the Treasury
Department of the Treasury, Bureau of Public Debt
Temporary Committees, Commissions and Boards

Records Management Achievement

In FY 2007, NARA recognized the following agencies for their outstanding achievement in preserving and assuring timely maximum access to the American people of our Governmental records:

Defense Threat Reduction Agency (DTRA)

DTRA continued the revitalization of their records management program with the strong support of the Director. They increased the number of records management staff and focused their efforts on records management activities including training, online tools, and staff assistance visits.

Department of Homeland Security, U.S. Citizenship and Immigration Services (USCIS)

USCIS maintains more than 100 million paper alien record files, the "A-Files" and tracks their movement in a national file tracking system. The alien record (A-File) documents the history of an individual's or entity's interactions with the DHS that involve the administrative actions prescribed by the Immigration and Nationality Act or other regulations. Working with the various program offices, USCIS records management developed processes for imaging, indexing, validating, and preserving these records and have made significant progress in completing the project.

Department of the Navy

The US Navy Electronic Records Management System (ERMS) framework has been fielded extensively and is used by 30 Navy echelons in their business processes to support such things as FOIA, case management, policy, and standard operating procedure issuance, congressional correspondence, and security. The application is configured for each major organization and provides solutions for identification of records, capture, maintenance, and disposition. The ERMS is supported by training, monthly records management conference calls, a newsletter, and an annual records management conference.

Small Business Administration (SBA)

The transformation to e-Government processes at SBA has resulted in not only the development and use of new tools to conduct business, and the creation of records in new and varied formats, but also in the transformation of the way public business is carried out. SBA is aggressively pursuing solutions to the management challenges posed by creating, maintaining, and preserving their business information in an electronic format, accessible and usable throughout the records lifecycle.

US Government Accountability Office (GAO)

GAO has developed, implemented, and mandated the use of an enterprise-wide Electronic Records Management System (ERMS), building on a high level of inter-office

collaboration and senior management support. ERMS integrates with the agency's core mission electronic business process initiatives, including electronic-audit documentation, electronic indexing and referencing of electronic case files, electronic publication and dissemination of GAO products, and document digitization.

Performance Assessment Rating Tool Summary

Records Services Program

As part of the FY 2005 budget formulation, OMB evaluated NARA's records services program using the Program Assessment Rating Tool (PART). PART was established to provide a process for rating the performance of programs across the Federal Government. The chart below summarizes OMB's findings, NARA's responses, and the status of our progress in implementing the recommendations as well as FY 2007 results for PART measures.

OMB Recommendation	NARA's Response to OMB's Finding	Status of Progress	
1. Develop targets for newly created unit-cost measures.	NARA developed a standard methodology for collecting unit cost measures in FY 2004. Data was collected for the first time for many new cost measures in FY 2004 and FY 2005. Targets will be set where appropriate after-measurement methodologies are established and tested.	NARA has retained most of its cost measures in its new Strategic Plan. We report these indicators throughout the Performance section of this report. Most are inappropriate for precise targets and are considered successful when trends decrease.	
2. Produce audited financial statements.		Completed.	
Selected PART Measures	Year	Target	Actual
Annual cost of archival storage space per cubic feet of traditional holdings	2007	\$5.78	\$6.20
By 2005, 95 percent of requests for military service separation records are answered within 10 working days	2007	95%	90%
By 2009, 100 percent of NARA's archival holdings are in appropriate space	2007	No annual target	80% traditional holdings, 100% electronic holdings, 42% artifact holdings
By 2009, 100 percent of NARA records centers comply with the October 2009 regulatory storage standards	2007	No annual target	29%

Electronic Records Services Program

As part of the FY 2006 budget formulation, OMB evaluated NARA's electronic records services program using the PART. The chart below summarizes OMB's findings, NARA's responses, and the status of our progress in implementing the recommendations, as well as FY 2007 results for PART measures.

OMB Recommendation	NARA's Response to OMB's Finding		Status of Progress
1. Work on resolving the basis for its material weakness in IT security.	We plan to complete all actions to resolve this material weakness during FY 2005.		This material weakness was resolved during FY 2005.
2. Implement and utilize earned value management for acquisition of the Electronic Records Archives.	We plan to fully implement earned value management for ERA in FY 2004.		EVM is used in day-to-day management of the ERA program. The development contractor also is held to EVM standards and reports to NARA on a monthly basis.
3. Refine its records management policies and strategies and engage with Federal agencies to continue methods of improving records management across the Federal Government.	We plan to continue implementing the strategies identified in Strategic Directions for Federal Records Management to guide, advocate, and lead the improvement of records management methods across the Federal Government.		These initiatives are now integrated with our business practices and are no longer stautused separately.
Selected PART Measures	Year	Target	Actual
Percentage of archival electronic records accessioned by NARA at the scheduled time.	2007	N/A	Unable to accurately measure until ERA implementation.
The per megabyte cost of managing archival electronic records through the Electronic Records Archives will decrease each year	2007	Target pending development of ERA	N/A
Milestone measures for development of the Electronic Records Archives in 2007 included completing Interim Operating Capability for Increment 1.	2007	Annual measures	Problems have led to a delay in delivery of this system for use in NARA operations from September 2007 to June 2008. NARA and the system contractor are working collaboratively on a comprehensive effort to correct or eliminate the conditions that created the problems and to mitigate against additional delays as the program progresses. Oversight by OMB and GAO continues.

Definitions

The following provides definitions for many of the terms and concepts used in this Performance section.

Goal 1		Our Nation's Record Keeper	
Capital Asset Planning		An element in the decision-making process for ensuring that IT investments integrate strategic planning, budgeting, procurement, and the management of IT in support of agency missions and business needs.	
COOP viability		NARA Headquarters and Federal Register must perform essential functions with and without warning regardless of emergency circumstances within 12 hours of activation of COOP for up to 30 days to include reconstitution of normal operations. Viability also includes regular testing, training, exercising of NARA personnel, equipment, systems, processes, and procedures used to support NARA during a COOP event.	
Cooperative records project		A project that results in a model schedule, a standardized process, or other common product that standardizes records management for a specific FEA Business Reference Model sub-function across multiple agencies performing that sub-function. For example, agencies engaged in providing investigative services would be considered as one cooperative records project.	
Federal agency reference request		A request by a Federal agency to a records center requesting the retrieval of agency records. Excludes personnel information requests at the National Personnel Records Center.	
Inventory		A listing of the volume, scope, and complexity of an organization's records.	
Proof of concept		Demonstration of new technology to show that an idea works.	
Records management service (RMS)		An application or system software providing services that support the creation, management, transfer, and destruction of electronic records within a computing environment.	
Risk Mitigation		Determining the value of information as a business asset in terms of its primary and secondary uses in the business process; identifying potential risks to the availability and usefulness of the information; estimating the likelihood of such risks occurring; evaluating the consequences if the risk occurs; and managing the information based on that analysis.	
Goal 2		Preserve and Process	
Accession		Archival materials transferred to the legal custody of NARA.	
Appropriate space		Storage areas that meet physical and environmental standards for the type of materials stored there.	
At-risk		Records that have a media base near or at the point of deterioration to such an extent that the image or information in the physical media of the record is being or soon will be lost, or records that are stored on media	

accessible only through obsolete or near-obsolete technology.

Declassification review	An evaluation of the declassification aspects of an executive branch agency's security classification program to determine whether an agency has met the requirements of Executive Order 12958. The review may include the appropriateness of agency declassification actions, the quality of agency actions to identify classified equities of other agencies, and the appropriateness of agency action to exempt records from automatic declassification based upon application of declassification guidance approved by the Interagency Declassification Appeals Panel or the application of file series exemptions approved by the President. The results of a review, along with any appropriate recommendations for improvement, are reported to the agency senior official or agency head.
Equity-holding agency	An agency that may have classified information in a document, whether or not it created the document. Without declassification guidelines, only the equity-holding agency can declassify information in the document.

Goal 3	Electronic Records
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Gigabyte	A measure of computer data storage capacity. A gigabyte is 2 to the 30th power, or approximately a thousand megabytes.
Logical data record	A set of data processed as a unit by a computer system or application independently of its physical environment. Examples: a word processing document; a spreadsheet; an email message; each row in each table of a relational database or each row in an independent logical file database.
Megabyte	A measure of computer data storage capacity. A megabyte is 2 to the 20th power, or approximately a million bytes.
Preserved	(1) The physical file containing one or more logical data records has been identified and its location, format, and internal structure(s) specified; (2) logical data records within the file are physically readable and retrievable; (3) the media, the physical files written on them, and the logical data records they contain are managed to ensure continuing accessibility; and (4) an audit trail is maintained to document record integrity.
Terabyte	A measure of computer data storage capacity. A terabyte is 2 to the 40th power, or approximately a thousand gigabytes.

Goal 4	Access
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Artifact holdings	Object whose archival value lies in the thing itself rather than in any information recorded upon it.
Electronic holdings	Records on electronic storage media.
Logical data record	A set of data processed as a unit by a computer system or application independently of its physical environment. Examples: a word processing document; a spreadsheet; an email message; each row in each table of a relational database or each row in an independent logical file database.
Online visit	One person using our web site is counted as one "visit." It is a count of the number of visitors to our web site, and is similar to counting the number of people who walk through our front door. In contrast, it does not count "hits," which refers to the number of files used to show the

user a web page. A visit in which a user accessed a web page comprising 35 files would count as 1 visit and 35 hits. Counting visits is a more accurate way of showing how much use our web site is getting than counting hits.

Traditional holdings	Books, papers, maps, photographs, motion pictures, sound and video recordings, and other documentary material that are not stored on electronic media.
Written requests	Requests for services that arrive in the form of letters, faxes, email messages, and telephone calls that have been transcribed. Excludes Freedom of Information Act requests, personnel information requests at the National Personnel Records Center, Federal agency requests for information, fulfillment of requests for copies of records, requests for museum shop products, subpoenas, and special access requests.

Goal 6	Infrastructure
Applicant	Any U.S. citizen who completed an application for a specific position.
Leadership position	A supervisory position at grade GS-13 or above and non-supervisory positions at grade 15 or above.
NARANET	A collection of local area networks installed in 37 NARA facilities that are connected to a wide area network at Archives II, using frame relay telecommunications, and then to the Internet. NARANET includes personal computers with a standardized suite of software. NARANET was designed to be modular and scalable using standard hardware and software components.
Staff development plan	An individualized plan to enhance employees' knowledge, skills, and abilities and improve performance in their current jobs or of duties outside their current jobs, in response to organizational needs and human resource plans.
Underrepresented groups	Groups of people tracked by the U.S. Equal Employment Opportunity Commission: Minority groups (Black, Latino-Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native); Women; People with Disabilities.