

MEASURING SUCCESS • PERFORMANCE

Everyone at the National Archives and Records Administration is dedicated to ensuring that we achieve our mission while providing the best possible service to our customers.

Our agency's guidepost, Ready Access to Essential Evidence: The Strategic Plan of the National Archives and Records Administration, 1997–2007 (Revised 2000), describes broadly the goals and strategies we are pursuing to meet our mission. We expand on those goals and strategies in our annual performance plans, which detail performance objectives and expectations each year.

This is our fifth year of more rigorous performance measurement, and we have learned many lessons to help us improve the way we measure our performance. We understand that by measuring our performance regularly we can better predict our future performance, which allows us to use our resources where they will be most efficient and beneficial to you, our customer. The following are some of our 2002 performance highlights.

Using NARA's Archives and Records Centers

Fiscal Year 2002

Location	Researchers Microfilm	Researchers Other Records	Written Requests	Public Program Attendees
Washington, DC, Area	43,493	59,328	40,441	2,134
Federal Register	—	—	2,117	364
Office of Regional Records Services				
Northeast Region (Boston)	16,020	1,730	2,428	441
Northeast Region (New York)	9,823	1,546	7,421	415
Northeast Region (Pittsfield)	7,176	—	1,275	303
Mid-Atlantic Region (Philadelphia)	11,933	474	3,399	928
Southeast Region (Atlanta)	8,378	591	3,524	393
Great Lakes Region (Chicago)	8,858	321	5,230	122
Great Lakes Region (Dayton)	—	—	—	364
Central Plains Region (Kansas City)	5,751	232	3,075	186
Southwest Region (Fort Worth)	10,605	477	4,609	354
Rocky Mountain Region (Denver)	10,323	767	577	494
Pacific Region (Laguna Niguel)	12,668	435	1,607	948
Pacific Region (San Bruno)	10,928	1,551	1,850	599
Pacific Alaska Region (Anchorage)	3,435	457	460	168
Pacific Alaska Region (Seattle)	14,392	883	1,900	1,872
National Personnel Records Center	—	—	939,318	116
Regional Records Services Total	130,290	9,464	37,355	7,703
TOTALS	173,783	67,707	976,673	10,007

NCE REPORTING AT NARA

1: *Essential Evidence*

The first goal in our plan is that essential evidence—documentation of the rights of American citizens, the actions of Federal officials, and the national experience—will be created, identified, and appropriately scheduled and managed for as long as needed. Our duty is to ensure that records are kept long enough to protect individual rights, assure Federal accountability, and document our history, and that we destroy records when they are no longer needed.

We have seen a dramatic change in the look of Federal records over the last several years: while our current processes were developed primarily for paper records, today's records are mostly created through electronic means and maintained in a variety of media. We have several projects under way to examine potential improvements in the way records—especially electronic records—are managed throughout their life and how long they should be kept.

The Electronic Records Management E-Government Initiative, for which NARA is the managing partner, is part of the Administration's management agenda aimed at making it simpler for citizens to receive high-quality service from the Federal Government, while reducing the cost of delivering those services. It is one of 24 initiatives under E-Government.

Records management is an important part of the infrastructure that will make E-Government work. This year we published a proposed rule in the *Federal Register* that addresses additional transfer methods. We also released the first of three new transfer requirements for e-record formats. These efforts will facilitate the transfer of electronic records to the National Archives for preservation and future use by government and citizens.

Since 1999, Targeted Assistance has put NARA in partnership with more than 75 Federal agencies on more than 300 projects to help them resolve records management issues before they become problems.

NARA records analysts work directly with Federal agency records officers and program managers to help guide agency recordkeeping practices throughout the life cycle of a record.

In addition to helping agencies now, we have proposed changes in the policies and processes related to the disposition of records through our Records Management Initiatives. NARA records system analyses and the *Report on Current Recordkeeping Practices within the Federal Government* laid the groundwork for us to review and revise the Government's policies for determining the disposition of records, processes that will best implement these policies, and the tools needed to support revised policies and processes. We developed a proposal for a dramatic redesign of Federal records management, which was reviewed by Federal agencies and other NARA stakeholders.

We are now testing prototype policies and processes to make the records scheduling process more effective and efficient, thereby significantly increasing the numbers and kinds of records that are appropriately scheduled and managed for as long as needed.



Kevin McLaughlin, HUD Project data transcriber, processes incoming HUD records at NARA's Pacific Region records center in Laguna Niguel, CA. (Photo by Jon Bearscove)

Conservator Richard Whittington repairs a torn document in the preservation laboratory in the National Archives at College Park. (Photo by Roscoe George)



2: Ready Access

Our second goal is to ensure that essential evidence will be easy to access regardless of where it is or where users are for as long as needed. More than ever, our customers expect to be able to access NARA records and services without having to visit a NARA facility. For that reason, we continue to set aggressive goals to make increasingly more of our services available to our customers over the Internet. About 25 percent of our services are now available online. One of those services is to give our customers the ability to find out about our holdings via the Internet.

People who want to do research in our collections can search more than 600,000 descriptions of our records through our Archival Research Catalog, which debuted to the public in September 2002. Customers visiting NARA facilities are now able to access the Internet for their research via newly installed personal computers.

We expanded our electronic services by redesigning our web site, making it easier to navigate and maintain. While the Rotunda and Exhibit Hall at the National Archives Building are closed to the public during renovations, our web site is providing an important informational function to the public and was visited nearly 20 million times this year.

After 4 years of preparation, the 1930 Federal census was opened to much press fanfare and made available to the public on microfilm at NARA research rooms around the country. We began a multi-



Archives technician Lisa Trampota and contractor Lisa Lewis work on the new computer system being implemented at the George Bush Library in College Station, TX. (Photo by Brian Blake)

year effort this year to microfilm the Records of the Bureau of Refugees, Freedmen, and Abandoned Lands (Freedmen's Bureau) from the Reconstruction era, which contain a great deal of information about the African American family experience. This year we met our target by microfilming the records of three states.

Several performance objectives under this goal focus on customer service and facilitating communication with our customers.

If you wrote to us with a request about our archival holdings, 93 percent of the time we responded to you within 10 working days.

If you made an appointment to look at records in one of our research rooms, 99.8 percent of the time your records were ready when you arrived.

And if you attended one of our education programs, workshops, or training courses, 96 percent of the time you rated these programs as "excellent" or "very good."

Each year, in these areas and others, we try to do better than we did the year before. We are committed to meeting or exceeding our customer service standards and making it as easy as possible for you to access the records and services you need and expect.

Using the Presidential Libraries

Fiscal Year 2002

Location	Researchers	Inquiries	Research Daily Visits	Public Program Participants	Outreach Program Participants	Workshop/Seminar Participants	Museum Visitors
Hoover	189	2,486	513	30,558	5,224	457	65,546
Roosevelt	662	6,589	1,428	14,153	2,101	193	103,649
Truman	306	4,199	559	9,444	306	513	73,414
Eisenhower	412	16,000	963	9,980	1,976	191	96,300
Kennedy	538	1,288	1,531	69,079	5,720	776	249,988
Johnson	358	1,779	1,921	10,766	888	633	185,877
Nixon	734	1,158	4,194	406	35	0	0
Ford	139	2,275	585	17,518	1,162	186	102,747
Carter	150	15,552	1,501	952	395	14	82,978
Reagan	283	10,512	671	38,228	0	0	205,661
Bush	151	2,351	168	9,477	555	225	176,956
Clinton	0	1,010	0	0	0	0	0
TOTAL	3,922	65,199	14,034	210,561	18,362	3,188	1,343,116

Nontextual Archival Holdings by Record Type

Fiscal Year 2002

Total Holdings (number of items)

Type	Balance 9/30/2001	Net Change	Balance 9/30/2002
Artifacts	1,668	0	1,668
Microforms			
16mm microfilm	135,440	0	135,440
35mm microfilm	132,602	840	133,442
Microfiche	91,498		91,498
Other microforms	122,517	1,317,820	1,440,337
Cartographic and Architectural Records			
Aerial Photos	15,942,543	2,094,900	18,037,443
Maps and charts	2,597,070	33,327	2,630,397
Architectural & engineering plans	2,992,520	73,350	3,065,870
Motion Pictures, Sound, and Video Records			
Motion pictures	92,425	390	92,815
Sound recordings	141,424	41,667	183,091
Video recordings	23,311	852	24,163
Still Picture and Graphic Records			
Filmstrips	759	0	759
Posters	4,669	194	5,863
Still pictures	10,534,839	112,654	10,647,493
Electronic Records*	138,445		3,819,129,726
TOTAL NONTEXTUAL ITEMS	32,951,730		3,854,349,884

*Electronic records were counted in computer data sets through 2001. NARA has now switched to reporting logical data records. A logical data record is a set of data processed as a unit by a computer system or application independently of its physical environment. Examples of logical data records are 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.

Archival Holdings by Unit

Fiscal Year 2002

Total Holdings (cubic feet)

Unit	Balance 9/30/2001	Net Change	Balance 9/30/2002
Washington, DC, Area			
Textual Records (except Legislative)	1,792,040	65,869	1,857,909
Legislative Records	108,814	2,639	111,453
Cartographic and Architectural Records	63,718	5,097	68,815
Motion Picture, Sound, and Video Records	31,303	3,188	34,491
Still Picture and Graphic Records	17,567	186	17,753
Electronic Records*			
DC Area Totals	2,013,442	76,979	2,090,421
Affiliated Archives**	2,239	0	2,239
Regional Archives			
Northeast Region (Boston)	26,869	241	27,110
Northeast Region (New York City)	67,508	1,364	68,872
Mid Atlantic Region (Philadelphia)	56,713	680	57,393
Southeast Region (Atlanta)	79,443	4,044	83,487
Great Lakes Region (Chicago)	68,607	1,980	70,587
Central Plains Region (Kansas City)	42,106	106	42,212
Southwest Region (Fort Worth)	86,136	3,267	89,403
Rocky Mountain Region (Denver)	41,121	280	41,401
Pacific Region (Laguna Niguel)	32,188	1,360	33,548
Pacific Region (San Francisco)	50,848	679	51,527
Pacific Alaska Region (Seattle)	31,164	654	31,818
Pacific Alaska Region (Anchorage)	6,027	28	6,055
Regional Archives Totals	588,730	14,683	603,413
TOTALS	2,604,411	91,662	2,696,073

*The Center for Electronic Records measures its holdings in logical data records rather than cubic feet. See Nontextual Archival Holdings.

**Holdings reported here are those of the National Archives Affiliated Archives at the U.S. Military Academy and the U.S. Naval Academy.

3: Space and Preservation

Our third goal is that all records will be preserved in appropriate space for use as long as needed. The records of our nation have been entrusted to our care, and the work we do now will ensure the documentation of our past will be preserved and protected for our grandchildren and their grandchildren in the future.

We undertook extensive renovations of the National Archives Building and the re-encasement of America's Charters of Freedom—the Declaration of Independence, the Constitution of the United States, and the Bill of Rights. When renovations in the Rotunda are complete in 2003, all visitors will be able to view the Charters with ease and without assistance.

Some of the Presidential libraries completed face-lifts this year. We finished renovations at the Truman

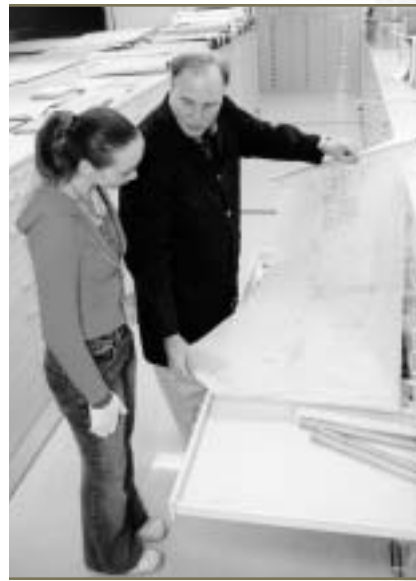
Library and completed work to renovate the Presidential gallery at the Eisenhower Library, while work at the Roosevelt, Reagan, Ford, and Kennedy libraries continued.

We established a preservation program for veterans' records housed in St. Louis, where we have added staff for the program. We completed a preservation project to duplicate 14,500 reels of microfilm containing Air Force flight records. We also have completed a preservation project to inventory, evaluate the condition of, and re-house 11,397 microfilm reels of Army and Air Force unit organizational records from 1912 to 1964. Around the country, since 1999, we have preserved more than 74,000 cubic feet of at-risk textual and nontextual records located in NARA facilities.

PERFORMANCE REPORTING AT NARA

Cartographic archives specialist Keith Kerr explains the world of ship engineering drawings to student worker Lindsey Greene at the National Archives at College Park. (Photo by Carrie Goeringer)

Also, we took important steps toward building and acquiring an Electronic Records Archives, where the records of digital government will be managed, preserved, and made available to anyone, anywhere, anytime. We established a program office for the ERA and used an Integrated Product and Process Development model for developing the initial ERA requirements, a concept of operations, an analysis of our alternatives, and an ERA Capital Asset Plan business case.



Archives technician Eric Talley (right) searches for Securities and Exchange Commission records at the Washington National Records Center in Suitland, MD. (Photo by Richard Schneider)

Holdings of Presidential Libraries

Fiscal Year 2002

	Papers (pages)	Microforms (rolls/cards)	Still Pictures (items)	Film (feet)	Videotape (hours)	Audiotape (hours)	Audiocdiscs (hours)	Museum Objects
Hoover	8,606,546	1,380	43,403	155,591	143	521	78	5,481
Roosevelt	16,803,765	687	137,337	308,676	28	1,024	1,108	24,746
Truman	15,481,236	5,835	108,214	335,955	267	463	464	27,169
Eisenhower	23,505,691	976	323,451	760,236	556	1,119	278	37,256
Kennedy	34,736,392	22,670	146,542	7,271,933	1,324	7,400	728	16,980
Johnson	36,907,431	3,469	620,107	824,877	8,258	13,587	0	37,105
Nixon	46,110,000	5,312	435,000	2,200,000	3,900	1,490	0	30,000
Ford	21,401,597	4,333	330,872	786,907	1,762	3,414	563	8,184
Carter	33,727,230	0	525,620	1,120,080	1,686	2,000	0	40,053
Reagan	53,879,750	7,000	1,629,382	774,000	19,651	13,728	866	100,855
Bush	43,052,772	0	1,506,096	273	2,413	672	28	103,181
Clinton	76,800,000	0	18,500,000	0	12,000	5,000	0	75,000
TOTAL	411,012,410	51,662	24,306,024	14,538,528	51,988	50,418	4,113	506,010

At NARA's Pacific Alaska Region in Seattle, WA, volunteer Helen Wick assists two researchers. (Photo by Jeff Benson)



4: Infrastructure

Our fourth goal is that NARA's capabilities for making the changes necessary to realize our vision will continuously expand. We continue to focus on our technical capabilities, such as improving the reliability and security of our computer network infrastructure and improving our telephone system.

Likewise, we have worked to improve employees' personal effectiveness and to ensure that each employee has the skill sets necessary to competently perform his or her work. We reached 86 percent of our target to have the performance goals of each employee tied directly to



Amy Bunk, an attorney-adviser in the Office of the Federal Register, Washington, DC, reviews material submitted by an agency for approval. (Photo by Amy Young)

Records Center and Records Management Activities

Fiscal Year 2002

	Federal Agency Reference Requests	Federal Agency Requests for Appointments to Review Records	Records Management Training
Washington National Records Center	810,158	2,677	230
Office of Regional Records Services			
Northeast Region (Boston)	421,968	1,269	121
Northeast Region (Pittsfield)	24,980	0	152
Northeast Region (New York)	0	1,074	70
Mid Atlantic Region (Philadelphia)	2,108,732	2,014	0
Southeast Region (Atlanta)	899,061	5,758	242
Great Lakes Region (Chicago)	88,534	5,584	122
Great Lakes Region (Dayton)	2,144,096	609	242
Central Plains Region (Kansas City)	728,549	683	114
Central Plains Region (Lee's Summit)	379,253	809	0
Southwest Region (Fort Worth)	572,372	3,408	36
Rocky Mountain (Denver)	794,856	1,513	203
Pacific Region (Laguna Niguel)	912,750	7,528	484
Pacific Region (San Bruno)	1,193,376	2,368	171
Pacific Alaska Region (Seattle)	207,246	5,009	241
Pacific Alaska Region (Anchorage)	0	0	0
National Personnel Records Center	844,963	103	116
Regional Records Services Total	11,320,736	37,729	2,314
TOTAL	12,130,894	40,406	2,544

NARA's strategic goals. By doing this, each employee can see exactly where he or she fits in the organization and how their work directly contributes to our goals.

We also began an effort this year to create individual development plans for all staff that tie directly to our strategic goals. We believe employees perform more effectively when they understand how their work contributes to the success of our Strategic Plan and when their plans for personal development target specific NARA strategic goals.

These are just some of the many efforts we are making in fulfilling our mission, achieving our goals, and meeting your needs. Other examples of progress can be seen throughout this annual report as well as in our complete Annual Performance Report. We welcome your comments on our performance plans and reports at vision@nara.gov.



Archivist Steve Plotkin oversees the reference room of the John F. Kennedy Library in Boston, MA. (Photo by James B. Hill)

To find out more. . .

- *Ready Access to Essential Evidence: The Strategic Plan of the National Archives and Records Administration, 1997–2007 (Revised 2000)* can be found on our web site at www.archives.gov/about_us/strategic_planning_and_reporting/2000_strategic_plan.html.
- The Archivist's 2002 State of the Archives speech is available at www.archives.gov/about_us/archivists_speeches/speech_12-3-02.html. Links to other important NARA statements are available at www.archives.gov/welcome/index.html.
- Read our performance plans and reports at www.archives.gov/about_us/strategic_planning_and_reporting/annual_performance_reports.html. And send us your comments at vision@nara.gov.