

FISCAL YEAR 2009

ANNUAL PERFORMANCE PLAN



**Revised Final**  
**March 27, 2009**

**NATIONAL ARCHIVES AND RECORDS ADMINISTRATION**



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## PREFACE

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The National Archives and Records Administration is a public trust on which our democracy depends. We enable people to inspect for themselves the record of what Government has done. We enable officials and agencies to review their actions and help citizens hold them accountable. We ensure continuing access to the records that document the rights of American citizens, the actions of Federal officials, and the national experience.

To ensure that we preserve the past to protect the future, the National Archives and Records Administration (NARA) appraises, acquires, arranges, describes, preserves, and makes available to the public the historically valuable records of the three branches of Government. We establish policies and procedures for managing U.S. Government records. We assist and train Federal agencies in documenting their activities, administering records management programs, scheduling records, and retiring non-current records to regional records services facilities for cost-effective storage. We manage a nationwide system of Presidential libraries, records centers, and regional archives. We administer the Information Security Oversight Office, which oversees the Government's security classification program. We publish the *Federal Register*, *Statutes at Large*, Government regulations, and Presidential and other public documents.

We serve a broad spectrum of American society. Genealogists and family historians; veterans and their authorized representatives; academics, scholars, historians, and business and occupational researchers; publication and broadcast journalists; the Congress, the Courts, the White House, and other public officials; Federal Government agencies and the individuals they serve; state and local government personnel; professional organizations and their members; supporters' groups, foundations, and donors of historical materials; students and teachers; and the general public all seek answers from the records we preserve.

To be effective, we must determine what records are essential, ensure that Government creates such records, and make it easy for users to access those records regardless of where they are, or where the users are, for as long as needed. We also must find technologies, techniques, and partners worldwide that can help improve service and hold down costs, and we must help staff members continuously expand their capability to make the changes necessary to realize our goals.

### *Our Mission:*

**NARA SERVES AMERICAN DEMOCRACY BY SAFEGUARDING AND PRESERVING THE RECORDS OF OUR GOVERNMENT, ENSURING THAT THE PEOPLE CAN DISCOVER, USE, AND LEARN FROM THIS DOCUMENTARY HERITAGE. WE ENSURE CONTINUING ACCESS TO THE ESSENTIAL DOCUMENTATION OF THE RIGHTS OF AMERICAN CITIZENS AND THE ACTIONS OF THEIR GOVERNMENT. WE SUPPORT DEMOCRACY, PROMOTE CIVIC EDUCATION, AND FACILITATE HISTORICAL UNDERSTANDING OF OUR NATIONAL EXPERIENCE.**

### ***Our Strategic Goals:***

- *One:* 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
- *Two:* We will preserve and process records to ensure access by the public as soon as legally possible
- *Three:* We will address the challenges of electronic records in Government to ensure success in fulfilling NARA's mission in the digital era
- *Four:* We will provide prompt, easy, and secure access to our holdings anywhere, anytime
- *Five:* We will increase access to our records in ways that further civic literacy in America through our museum, public outreach, and education programs
- *Six:* We will equip NARA to meet the changing needs of our customers

These goals and the strategies to achieve them are detailed in *Preserving the Past to Protect the Future: The Strategic Plan of the National Archives and Records Administration, 2006-2016*, issued in September 2006. This annual performance plan is based on the goals, strategies, and long-range performance targets in our Strategic Plan, and builds on expected performance in FY 2008. It details the actions and outcomes that must occur in FY 2009 for us to move forward on meeting the goals and targets in our Strategic Plan. In addition to listing performance goals and measures for evaluating our performance, the plan describes the processes, skills, and technologies, and the human, capital, and informational resources needed to meet the year's performance goals. We received no aid from non-Federal parties in preparing this plan.

Following is a summary of the resources, by budget authority, we received to meet our FY 2009 objectives. Our budget is linked to the performance goals in this plan.

|                                    |                        |
|------------------------------------|------------------------|
| <b>Operating Expenses</b>          | <b>\$320,466</b>       |
| <b>Electronic Records Archives</b> | <b>\$67,008</b>        |
| <b>Repairs/Restorations</b>        | <b>\$50,711</b>        |
| <b>Grants</b>                      | <b><u>\$ 9,250</u></b> |
| <b>Total Budget Authority</b>      | <b>\$447,435</b>       |
| <br>                               |                        |
| <b>Redemption of Debt</b>          | <b><u>\$11,842</u></b> |
| <b>Total Appropriation</b>         | <b>\$459,277</b>       |
| <br>                               |                        |
| <b>Total FTE</b>                   | <b>2,968</b>           |

This is a high-level summary of our resource requirements. The numbers are linked to strategic goals in the pages that follow.

We continue using 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 integrate and expand the system further so that our strategic performance is measured using more of a balanced scorecard approach for tracking cycle times, quality, productivity, cost, and customer satisfaction for our products and services.

We continually work to improve our performance measurement program. Our most recent upgrade of PMRS takes advantage of web infrastructure to collect our performance data from the more than 70 organizational units that send data to PMRS from all over the country. We also are using newer, more robust, enterprise-level databases to store the data and extract reports, instead of the high-maintenance desktop databases previously used for data collection. This upgrade enables us to collect our performance data more consistently and more efficiently, and allows us to store much more data for use in analyzing trends.

Our program management system (PROMT) controls costs and schedules on a variety of programs including the Electronic Records Archives (ERA) program. 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 OMB and GAO requirements for calculating earned value. We also implemented project management guidance throughout the agency to standardize the use of these and other project management tools and processes.

We must succeed in reaching our goals because the National Archives and Records Administration is not an ordinary Federal agency. Our mission is to ensure that Government officials and the American public have continuing access to essential documentation, and this mission puts us at the very heart of homeland security, continuity of government, public trust, and the national morale. Whether publishing the emergency *Federal Register*, protecting the critical records assets of Federal agencies nationwide, serving American's veterans, solving the challenge of saving electronic information independent of time, place, or the format in which the records were created, or displaying our nation's Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights—to inspire the American public, NARA plays a critical role in keeping America safe, secure, and focused on our democratic ideals. This performance plan is our FY 2009 road map for meeting the great expectations of our nation.

**STRATEGIC GOAL 1 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 partnerships with FEMA to support 100 percent of its regions in the national response to emergencies.

**FY 2009 Resources Available to Meet This Goal:** \$46,443,000; 1,527 FTE

| <b>FY 2009 Budget Linkage</b>  | <b>Records Services</b> | <b>Archives Related Services</b> | <b>Electronic Records Archives</b> | <b>Archives II Facility</b> | <b>Revolving Fund</b> | <b>Trust Fund</b> | <b>NHPRC</b> | <b>Repairs &amp; Restoration</b> |
|--|-------------------------|----------------------------------|------------------------------------|-----------------------------|-----------------------|-------------------|--------------|----------------------------------|
| 1.1 By 2012, 85 percent of senior Federal agency managers view their records management program as a positive tool for risk mitigation.  | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 1.2 By 2012, 90 percent of customers are highly satisfied with NARA records management services.   | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 1.3 By 2012, the Federal Records Center Program annually retains 98 percent of its customers.  |                         |                                  |                                    |                             | x                     |                   |              |                                  |
| 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. | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 1.5 By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.   | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 1.6 By 2009, NARA has established partnerships with FEMA to support 100 percent of its regions in the national response to emergencies.  | x                       |                                  |                                    |                             |                       |                   |              |                                  |

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**Long Range Performance Target 1.1 By 2012, 85 percent of senior Federal agency managers view their records management program as a positive tool for risk mitigation.**

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**FY 09 Estimated Performance**

- Analyze survey results to assess the views of senior Federal agency managers about their records management programs as positive tools for risk mitigation.
- Establish baseline for CFO and selected agencies' critical functions covered by records schedules.
- Conduct one records management study.
- Develop methodology and process for conducting and reporting records management oversight activities.

**Outcome** NARA will leverage its leadership position and expertise to ensure that Federal agencies have effective records management planning that supports the needs of the agency, government, and citizens. Records management is the best tool for ensuring that the essential records required for the day-to-day operation of Government business are available and recoverable in the event of an emergency. Records management should be integrated into Federal business processes so that records are routinely identified, retained, and maintained and available for normal operational needs and in emergency situations. Expanding the integration and effectiveness of records management planning and programs will produce cost savings and greater Government-wide efficiency. Our nation's history is deeply rooted in the business of government. For citizens to understand their role in the process of government, records of archival value must be preserved. Identifying these records and developing strategies to ensure their availability to the American people is a vital records management function.

**Significance** The Federal Government must protect records from the time of their creation so that they are available to operational staff at critical times, and are later preserved and made available to the public. Preserving our nation's records ensures that they are protected for the future, and available to document the rights of our citizens and the historic experience of our nation.

**Means and Strategies** NARA's *Strategic Directions for Federal Records Management* is our plan for creating relationships with agencies that advance records management as a part of the Government's mission. We are demonstrating that effective records management adds value to agency business processes, and our guidance, training, and assistance to agencies focuses on using records management as an important tool for supporting agency business processes. In FY 2006 we conducted a pilot survey of Federal agency senior managers, specifically Chief Information Officers, eliciting information regarding how they view the role of their agency records management program. In FY 2007 we analyzed the results of the pilot. Based on that analysis we revised the survey in FY 2008 and expanded it to include Chief Financial Officers and General Counsels. We designed our survey to assess whether these senior managers viewed their agency's records management program as a tool for risk mitigation. We experienced a low response rate and, in FY 2009, we will analyze our methodology to improve future response rates. We will also evaluate the survey results for recurring ideas that we can use to identify ways to raise the profile of records management within agencies and to promote the benefit of integrating it into business processes as a risk mitigation tool.



NARA conducts records management studies that focus on cross-Government issues to identify and analyze best practices; these form the basis of Government-wide recommendations and guidance. Studies usually involve multiple agencies within a related line of business or function. In exceptional cases, there might be one agency whose records management practices could be replicated elsewhere for Government-wide benefit. In FY 2009, we will examine the evolution of the web at agencies and the effects on Federal recordkeeping. We will share lessons learned and best practices that we uncover with our customers.

In FY 2008, GAO conducted an evaluation of NARA and issued a report (GAO-08-742) entitled “Federal Records – National Archives and Selected Agencies Need to Strengthen E-Mail Management.” We agreed with GAO’s recommendation for NARA to exercise our statutory authority to ensure agencies follow records management guidelines when managing their e-mail records, resulting in our FY 2009 effort to establish a methodology and process to conduct and report records management oversight activities of agencies.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b>            | <b>FY 2009</b>            |
|--|----------------|----------------|----------------|----------------|---------------------------|---------------------------|
| <i>Performance target for percent of senior Federal agency managers who view their records management programs as a positive tool for asset and risk management.</i> | —              | —              | —              | —              | <i>Establish baseline</i> | —                         |
| Percent of senior Federal agency managers who view their records management programs as a positive tool for risk mitigation.   | —              | —              | 81*            | —              | 64                        | —                         |
| <i>Performance target for CFO critical functions covered by records schedules.</i>   | —              | —              | —              | —              | —                         | <i>Establish baseline</i> |
| Percent of CFO critical functions covered by records schedules.  | —              | —              | —              | —              | —                         |                           |

*\*FY 2006 survey studied Chief Information Officer responses. FY 2008 survey included General Counsels, Chief Financial Officers, and Chief Information Officers.*

***Milestones***

- FY 2004**
  - Criteria and internal procedures for records management studies developed.
  - Language for the FY 2006 Exhibit 300 guidance developed but not incorporated by OMB at this time.
- FY 2005**
  - Records management study of a Headquarters Office of the U.S. Air Force completed.
- FY 2006**
  - Survey of Federal agencies (CIOs) to assess their view of their records management programs completed.
  - Two records management studies of Federal agencies completed.
- FY 2007**
  - Survey results analyzed to expand to senior Federal agency managers to assess their views of their records management programs as positive tools for risk mitigation.
  - One records management study of Federal agencies completed.
- FY 2008**
  - Senior Federal agency managers surveyed to assess their views of their records management programs as positive tools for risk mitigation.
  - Two records management studies of Federal agencies completed.
- FY 2009 Estimated**
  - Survey results analyzed and additional advocacy and training strategies discussed.
  - Baseline for CFO and selected agencies’ critical functions covered by records schedules established.
  - One records management study conducted.
  - Methodology and process for conducting and reporting oversight activities developed.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** 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.

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**Long Range Performance Target 1.2 By 2012, 90 percent of customers are highly satisfied with NARA records management services.**

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- FY 09 Estimated Performance**
- Increase by 10 percent the number of records management training participants who are taking a NARA records management course for the first time.
  - 85 percent of Federal agency customers are highly satisfied with NARA records management services.
  - Identify and implement distance learning techniques most effective for NARA to expand customer base.
  - 75 percent of all agencies have registered schedules with NARA covering all existing electronic information systems.

**Outcome** NARA will improve Government-wide records management by providing services that meet the needs of records managers and operational staff across the Government. A significant indicator of NARA's success is the satisfaction of its customers, Federal managers, and employees throughout the Government. NARA will meet customer needs through providing prompt and responsive service, effective and educational training, and by facilitating the ongoing review of Federal records management practices.

NARA will improve and increase the guidance that it provides to Federal agencies to support meeting their records management responsibilities and challenges. NARA will also increase the Government's records management capability through studying records management challenges particular to Government and through training and certifying new records managers in every Federal agency.

**Significance** 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. The managers and operational staff that generate the records vital to Government operations and our nation's history must have the training and tools necessary to fulfill their obligation to the public.

**Means and Strategies** NARA's success in providing agencies with the records management tools they need 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. In FY 2006 we surveyed Federal records managers about their satisfaction with NARA's scheduling and appraisal services. In FY 2007, we expanded the survey to gauge customer satisfaction with NARA records management services, including scheduling and appraisal services, electronic records

guidance, and records management training services. We will survey our customers again in FY 2009 on our records management services.

NARA is using the results of the surveys to identify ways to improve our services to agency records management programs and government-wide records management. As outlined in our Strategic Plan, we will expand the demand for records management in the Federal Government by advocating for it at senior levels. By providing guidance, training, and assistance throughout the Government, we will support agencies' business needs and embed records management in the agencies' business processes and systems.

The NARA National Records Management Training Program continues to provide a curriculum designed to enhance and improve the knowledge and skills of Federal records managers. In FY 2007 NARA conducted the first evaluation of its records management certificate program. We used this information to improve the certification testing. In FY 2008 we updated the training materials to reflect regulatory and procedural changes and to improve the instructional design. In FY 2009 we will continue to improve the existing curriculum and explore ways to expand our reach through webinars and other distance learning techniques.

A critical tactic for improving customer satisfaction is the redesign of the processes by which Federal records overall are identified, appraised, scheduled, and tracked while in agency custody. Part of the strategy for carrying out this plan is the continued development of the Electronic Records Archives, an application that will support the scheduling and accessioning of Federal records. We successfully achieved initial operating capability of ERA in FY 2008. Continued development of this tool will make it easier for agencies to inventory their records and for NARA to review and approve records schedules and ensure that essential evidence is not lost.

Electronic records management is a critical component of e-Government. As the managing partner for the Administration's e-Government Records Management initiative, NARA collaborates with its partners to produce practical recordkeeping guidance and solutions for managing electronic records. In FY 2007, working with the Federal Records Council, NARA continued to promote the transition to Government-wide electronic records management with additional guidance products. NARA also joined with EPA, Department of Treasury, and Department of Interior in pilot projects to assist them in implementing the Records Management Profile, a strategy for integrating records management into agency business processes. In FY 2008, NARA continued to develop electronic records management guidance and endorsed DoD 5015.2—STD, version 3, for Government-wide use

NARA created an online toolkit for agencies, which includes references to ERM system requirements, checklists, citations to applicable standards, best practices, guidance, a revised general records schedule, flexible and front-end scheduling, promotion of new transfer formats, and targeted ERM assistance to Federal agencies. We launched the "proof-of-concept" of this web portal in FY 2006 and the full version in FY 2007. We continue to update the toolkit as new tools are identified and evaluated. The toolkit is available at [www.toolkit.archives.gov](http://www.toolkit.archives.gov).

NARA continues to work closely with individual agencies to address electronic records issues. In FY 2006 NARA initiated an ongoing major effort to partner with agencies to schedule records in core function electronic systems. Working with Federal agencies to schedule core electronic systems continues as a major priority in FY 2009. 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.

**Key external factors** Records management professionals must be self-motivated to attend training and complete NARA’s certification program.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent increase in the number of Federal agency customers that are satisfied with NARA records management services.</i>                           | —              | —              | 10             | 10             | —              | 10             |
| Percent of Federal agency customers that are satisfied with NARA records management services.*   | —              | 57             | 78             | 80             | 81             |                |
| <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             | 10             | 10             |
| Percent of records management training participants taking a NARA records management course for the first time.  | 11             | 32             | 35             | 42             | 40             |                |
| Number of Federal agency staff receiving NARA training in records management and electronic records management.  | 4,166          | 3,366          | 4,234          | 5,047          | 6,318          |                |
| 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          | 2,553          |                |
| Number of records management training participants that NARA certified this year.  | —              | 45             | 275            | 267            | 310            |                |
| Median time for records schedule items completed (in calendar days).   | 253            | 372            | 334            | 284            | 315            |                |
| Average age of schedule items completed (in calendar days).  | 332            | 339            | 374            | 452            | 443            |                |
| Number of schedule items completed.  | 3,182          | 4,248          | 3,884          | 2,992          | 3,282          |                |
| Number of open schedules in the backlog.   | 315            | 379            | 363            | 402            | 568            |                |

***Milestones***

**FY 2004**

- NARA’s records management training program redesigned and distance-learning component established.
- Certification program for records management professionals established.
- Concept of operations for automated workflow and collaboration tools to support the redesigned scheduling and appraisal process developed.
- Federal agencies survey to determine baseline satisfaction with NARA scheduling and appraisal services.
- Records management application in two NARA units completed.
- Transfer guidance for three more electronic records formats issued (digital photography, geographical information systems, web pages).

**FY 2005**

- Automated workflow and collaboration tools to support the redesigned scheduling and appraisal process prototyped.
- Needs assessment of government and IT industry for the development of select records management service components for the Federal Enterprise Architecture conducted.
- Records Management Service Components (RMSC) Requirements Development Project Final Report published (<http://www.archives.gov/era/pdf/rmsc0305.pdf>).
- Cooperative records project for at least one FEA Business Reference Model Sub-function participated in.

**FY 2006**

- Guidance to agencies on recordkeeping policies and procedures for Federal Government information on the Internet and other electronic records issued.
- Request for Information (RFI) for industry to respond to requirements for development of one or more RMSC developed.

- RMSC program management plan based on analysis of industry response to RFI updated.
- Flexible schedule pilots with 2 more Federal agencies completed and results analyzed.
- Cooperative records projects for an additional FEA BRM sub-function participated in.
- Toolkit for Managing Electronic Records “proof-of-concept” web portal launched and agency comments solicited.

**FY 2007**

- First official version of the Toolkit for Managing Electronic Records portal launched.
- Records Management Services registered into *Core.gov*.

**FY 2008**

- Effectiveness of flexible schedules for agencies and NARA assessed.

**FY 2009 Estimated**

- Customer satisfaction survey issued.
- Conversion of two existing records management courses into distance learning formats completed.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist. The Federal Enterprise Architecture Program Management Office Business Reference Model, version 2.0.

**Definitions** Records Management Services (RMS): a piece of software providing services that support the creation, management, transfer, and destruction of electronic records within a computing environment. 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. Proof of concept: demonstration of new technology to show that an idea works.

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**Long Range Performance Target 1.3 By 2012, the Federal Records Center Program annually retains 98 percent of its customers.**

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**FY 09 Estimated Performance**

- Increase the number of cubic feet stored by the FRCP by 1 percent.
- Make ready 97 percent of Federal agency reference requests within the promised time.
- Answer 80 percent of written requests to the National Personnel Records Center within 10 working days.
- Rollout ARCIS to more than 90 percent of all Federal Records Centers nationwide.
- Establish baseline customer satisfaction with National Personnel Records Center services.

**Outcome** The outcome of our actions is that we provide superb service to Federal agencies. As a result, Federal agencies can economically and effectively create and manage paper and electronic records necessary to meet business needs, and records of archival value are preserved.

**Significance** The NARA Federal Records Center Program plays a vital role in the lifecycle of Federal records. The program helps agencies manage the transfer, storage, and servicing of their non-current records and 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 and more Federal

records are created and managed in electronic formats, NARA needs to respond by providing economical and effective electronic records services at our records centers.

**Means and Strategies** Since FY 2000, NARA’s Federal Records Center Program (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. Over the last several years, we have piloted and tested a variety of electronic records services. Until NARA’s Electronic Records Archives (ERA) program is ready and can provide complete online servicing, we will continue to test the delivery of new offline services for electronic records, including digitizing records into electronic formats, storage of agencies’ electronic records media, and remote servicing of electronic records such as electronic Official Military Personnel Files (OMPF). As experience is gained through pilot services, the FRCP will expand those services to more complex or advanced electronic records-related activities, such as data migration and vital records services.

The FRCP needs to replace legacy systems for inventory and space management with modern systems that provide enhanced functionality at a reasonable cost. All of the current FRCP applications are mainframe-based and written in COBOL and have been operational for 15-25 years. Most importantly, these systems no longer support the new FRCP reimbursable financial environment. An Archives and Records Center Information System (ARCIS) will provide robust inventory and space management for more than 24 million cubic feet of records; web-based, real-time support for all business transactions such as the recall of records by Federal agencies; a management information system to measure all facets of FRCP performance; and easy to use data sharing capabilities with the FRCP customers. During FY 2009, we will deploy ARCIS to all of our regional facilities except one, which we will plan to complete in FY 2010. NARA’s FRCP and ERA, when fully developed, will work in harmony to deliver a complementary suite of services to agencies for their temporary long-term electronic records. ARCIS will provide the asset management and billing functionality for those services.

**Key external factors** The Federal Records Center Program operates in a competitive business environment, which allows Federal agencies to choose their records center services provider. Testing and enhancing remote servicing capability for electronic OMPFs is contingent on agreements with military service departments for NARA to access their systems.

**Verification and Validation**

| <i>Performance Data</i>  | FY 2004 | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009                   |
|--|---------|---------|---------|---------|---------|---------------------------|
| <i>Performance target for percent of customers retained by Federal Records Centers annually.</i>                   | —       | —       | —       | 98      | 98      | 98                        |
| Percent of customers retained by FRC’s annually.   | —       | —       | —       | 100     | 100*    |                           |
| Number of customers (agreements) served annually.  | —       | —       | —       | 142     | 250     |                           |
| Number of new customers (agreements) per year.   | —       | —       | —       | 3       | 0       |                           |
| Percent of revenue coming from new services.   | —       | —       | —       | 0.2     |         |                           |
| Percent of pre-archival records stored by the FRCP.  | —       | 11      | 12      | 13      |         |                           |
| <i>Performance target for percent increase in cubic feet of holdings stored by Federal Records Center Program.</i> | —       | —       | —       | —       | 1       | 1                         |
| Percent increase in cubic feet of holdings stored by Federal Records Center Program.                               | —       | —       | 2       | 1.7     | 3.8     |                           |
| <i>Performance target for percent increase in customer satisfaction with Federal Records Center Program</i>        | —       | —       | —       | —       | —       | <i>Establish baseline</i> |

| <b>Performance Data</b>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>services.</i>  |                |                |                |                |                |                |
| Percent increase in customer satisfaction with Federal Records Center Program services.   | —              | —              | —              | —              | —              |                |
| <i>Performance target for percent of Federal agency reference requests ready within the promised time.</i>                          | 90             | 95             | 95             | 95             | 96             | 97             |
| Percent of Federal agency reference requests ready within the promised time.  | 96             | 97             | 98             | 97             | 97             |                |
| <i>Performance target for customers with appointments for whom records are waiting at the appointed time.</i>                       | 99             | 99             | 99             | 99             | 99             | 99             |
| Percent of customers with appointments for whom records are waiting at the appointed time.  | 99.3           | 99.4           | 99.8           | 99.9           | 99.9           |                |
| <i>Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.</i> | —              | —              | —              | 75             | 75             | 80             |
| Percent of written requests to the NPRC answered within 10 working days.  | 56             | 59             | 67             | 65             | 74             |                |
| Number of written requests to the NPRC answered within 10 working days (in thousands).  | 564            | 606            | 739            | 740            | 854            |                |
| Number of written requests for civilian records to the NPRC answered within 10 working days (in thousands).                         | 167            | 162            | 179            | 174            | 167            |                |
| Number of written requests for military records to the NPRC answered within 10 working days (in thousands).                         | 397            | 444            | 559            | 566            | 687            |                |
| Number of written requests to the NPRC answered (in thousands).   | 1,005          | 1,031          | 1,108          | 1,136          | 1,149          |                |
| <i>Performance target for requests for military service separation records at the NPRC answered within 10 working days.</i>         | 70             | 95             | 95             | 95             | —              | —              |
| Percent of requests for military service separation records at the NPRC answered within 10 working days.                            | 75             | 88             | 91             | 90             | 95             |                |
| Number of military service separation records (DD-214) requests answered (in thousands).  | 372            | 352            | 442            | 475            | 506            |                |
| Percent of requests for all military service records at the NPRC in St. Louis answered within 10 working days.                      | 48             | 52             | 61             | 59             | 72             |                |
| Average price per request for military service separation records.  | \$29.70        | \$29.70        | \$29.70        | \$29.70        | \$30.10        |                |

\* In FY 2007, the customer count excluded customers with annual billings less than \$10K. In FY 2008, the bar was lowered and customer count included customers with annual billings in excess of \$5K.

### **Milestones**

#### **FY 2004**

- Case Management and Reporting System functionality fully implemented at NPRC.
- Pilot for remote servicing capability for electronic OMPFs for Army established and tested.

#### **FY 2005**

- Records Center Program business model for electronic records developed.
- Pilot study for converting agency records into digital formats on electronic record media completed.
- Concept of operations and functional requirements for an Archives and Records Center Information System (ARCIS) developed.
- Physical requirements to store electronic media studied.

#### **FY 2006**

- Remote servicing capability for electronic OMPFs offered to 4 military service departments.
- Pilot program to store backup and inactive copies of agency electronic media in selected record center locations completed.

- Indexing and delivery of scanned records services through a pilot digital conversion program assessed.
- Electronic records storage environment at Washington National Records Center constructed and operational.

**FY 2007**

- Results of a production scan pilot implemented.
- Contract for ARCIS awarded.
- E-media storage services rolled out in three records centers.

**FY 2009 Estimated**

- Rollout of ARCIS to nearly all Federal Records Centers completed.
- Baseline customer satisfaction with National Personnel Records Center services established.
- NPRC agreements with the Office of Personnel Management to service requests using electronic Official Personnel Files (OPFs) of former federal civilian employees implemented.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** 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.

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**Long Range Performance Target 1.4 Within 30 days of the end of an administration, 100 percent of Presidential and Vice Presidential materials have been moved to NARA facilities or NARA-approved locations.**

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**FY 2009 Estimated Performance**

- Occupy temporary facility for George W. Bush Administration records.
- Hire remaining complement of staff for George W. Bush Presidential Library.
- Transfer 100 percent of George W. Bush Administration Presidential and Vice Presidential records and artifacts to NARA.

**Outcome** Immediately upon the end of a Presidential Administration, NARA takes custody of Presidential records, both textual and electronic, and the Presidential artifacts for transportation to and storage at a new Presidential Library. The records of an outgoing administration are secured, inventoried, and accessible to appropriate special access requesters under the terms of the Presidential Record Act (PRA), including the outgoing and incoming Presidents, Congress, and the Courts.

**Significance** The Presidential Libraries Acts of 1955 and 1986 authorize NARA to oversee a system of Presidential Libraries. Through these Libraries, NARA provides access to the evidence of history, giving visitors to our research rooms, museums, and public programs firsthand knowledge of the President, the Presidency, and American history. We provide for the transfer and processing of the official records for each Presidential administration. Inventories of Presidential and Vice Presidential records enable the transfer of the records from the White House to NARA, establish basic intellectual control, and facilitate access to the records in the immediate post-Presidential period. In addition, because the PRA mandates that the records of the Administration be available to Freedom of Information Act (FOIA) requests five years after the President leaves office, sound intellectual control prepares the Presidential Library to respond to research demands.



**Means and Strategies** NARA works closely with each incumbent Administration to ensure that Presidential records are ready for transfer to NARA as soon as an Administration ends. We assist the outgoing Administration in planning and preparing the records for transfer. We work with Administration staff on records issues and transfer strategies. And finally, at exactly 12:01 p.m. on January 20, 2009, we will take legal custody of the records, transferring them to their temporary destination where they are inventoried and managed until they can be moved into their final destination at a new Presidential Library.

We know that the George W. Bush Administration will transfer to NARA more textual and exponentially more electronic Presidential and Vice Presidential records than any earlier 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, we work with White House and Vice Presidential staffs to account for Presidential records, in all formats, held in Presidential, First Lady, and Vice Presidential staff offices and other file locations. We will continue our established working relationships with and providing support to the White House Offices managing 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, we prepare inventories, define requirements, facilitate preparation of other inventories by White House staff, and gather inventories prepared throughout the Administration by White House staff. We also provide archival guidance and advice to the Presidential and Vice Presidential staffs on the recordkeeping and disposition requirements of the PRA. We survey, analyze, and prioritize electronic records systems that will need to be online immediately, and we take in and plan for their migration over time.

Early staffing is key to our success because of the advanced training the staff need to perform this work. Staff must be trained to accomplish the exacting reviews required under the PRA and FOIA to ensure that the Presidential records are available in accordance with the Act. Staff must become familiar with the Administration's holdings, including the artifacts. In FY 2007, we hired five staff and began training. In FY 2008, we hired additional staff, including several senior-level archivists, to assist in the transfer and provide for the continued management of these Presidential and Vice Presidential records. In FY 2009 we will hire the remaining staff, including the Library Director, forming an experienced archival team to provide for access and management of these new Presidential records.

**Key external factors** Our success depends on successful planning with the outgoing and incoming White House staffs.

### **Verification and Validation**

#### *Milestones*

- |                |  |
|----------------|--|
| <b>FY 2005</b> | <ul style="list-style-type: none"><li>• William J. Clinton Library and Museum dedicated November 18, 2004.</li></ul>   |
| <b>FY 2006</b> | <ul style="list-style-type: none"><li>• Processed Clinton Presidential and Vice Presidential records opened on January 20, 2006.</li></ul>   |
| <b>FY 2007</b> | <ul style="list-style-type: none"><li>• 5 staff (4 archivists and 1 registrar) hired for George W. Bush Presidential Library.</li></ul>  |
| <b>FY 2008</b> | <ul style="list-style-type: none"><li>• Additional staff to support preparation and move of George W. Bush Administration records hired.</li><li>• Leased space for temporary storage of George W. Bush Administration records procured.</li><li>• Inventories or other information about Presidential and Vice Presidential traditional and</li></ul> |

electronic records and artifacts gathered to aid in preparation for their relocation from Washington, DC, to the project site or ingestion into NARA's electronic records system.

**FY 2009 Estimated**

- Temporary facility for George W. Bush Administration records occupied.
- 100 percent of George W. Bush Administration Presidential and Vice Presidential records and artifacts to NARA transferred.
- Remaining staff for George W. Bush Library hired.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Inventory: a listing of the volume, scope, and complexity of an organization's records.

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**Long Range Performance Target 1.5 By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.**

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**FY 09 Estimated Performance**

- 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.
- Manage 100 percent of the documents submitted for publication in the *Federal Register* using eDOCS.
- Complete re-badging of NARA Federal employees to meet Federal Government standards.
- Complete installation of Federal Information Processing Standard (FIPS) 201 compliant access control system in Washington, DC.
- Identify and make accessible NARA's vital records that support continuation of essential functions and recovery to normal operations.
- Acquire, install, and achieve operational functionality of all required interoperable communication capabilities for continuity operations at primary and alternate facilities.

**Outcome** Our staff know what to do in the event of a disaster because they have a plan and have successfully rehearsed their roles in it. As a result, essential functions can be performed in case of an emergency or disruption of normal operations. Also, the functionality and integrity of the *Federal Register* system for Executive Branch rulemaking is maintained.

**Significance** 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 Federal Preparedness Circular 65 and include ongoing exercises of the plans and frequent assessments. NARA's foremost essential function is to maintain the operations and integrity of the Federal Register system for Executive Branch rulemaking and for issuing Presidential orders and proclamations. The daily *Federal Register* is the vehicle through which Executive Branch actions are officially announced to the public and established as valid legal actions. We must be able to

prepare and distribute the *Federal Register* or the Presidentially authorized alternate publication, the *Emergency Federal Register*, under all emergency circumstances.

**Means and Strategies** It is not only prudent, but required, for NARA to develop COOP plans for all agency locations nationwide and perform annual assessment of these plans to test their viability. We must map functions to specific organizations to determine responsibility, establish what records are necessary to perform essential functions, and identify the most appropriate methods for preserving and accessing these records during and after an emergency. We must also meet specific personnel identity assurance and validation goals that are required of all agencies. This will enable us to attain identity assurance interoperability with other Federal agencies and physical and logical access to secure our facilities, personnel, and collections. In FY 2009, we will issue FIPS-compliant Federal identity credentials to personnel at College Park and St. Louis. We will begin development of COOP templates for other NARA facilities and test the viability of our Headquarters COOP. We will continue to pursue efforts to achieve secure communications, complete data networking and establish continuity capability to produce the Federal Register at our alternate COOP site for NARA Headquarters and Federal Register operations outside the Washington, DC, metropolitan area.

We established the ability to publish the daily *Federal Register* every business day of the year regardless of external threats or natural disasters via connectivity to redundant production resources. During a continuity event, we are able to receive electronic and hardcopy submissions of Federal agency *Federal Register* documents. Staff are able to make these final versions available for public inspection online and in a public inspection area at the COOP site. Finally, the Federal Register staff is able to transmit the final versions of the documents to GPO for printing and online dissemination of the daily *Federal Register*.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent of developed NARA Continuity of Operations Plans that achieve viability.</i> | —              | —              | —              | 100            | 100            | 100            |
| Percent of NARA Continuity of Operations Plans that achieve viability.   | —              | 0              | 0              | 0              | 0              |                |
| Number approved continuity of operations plans.  | 0              | 3              | 3              | 3              | 3              |                |
| <i>Performance target for percent of documents Federal Register manages electronically using eDOCS.</i>        | —              | 50             | 75             | 75             | 85             | 100            |
| Percent of documents Federal Register manages electronically using eDOCS.                                      | 9              | 22             | 75             | 81             | 92             |                |
| Number of documents managed electronically using eDOCS.  | 3,032          | 7,066          | 18,316         | 24,849         | 28,683         |                |
| Number of digitally-signed, legal documents submitted using eDOCS.   | —              | —              | —              | 5,672          | 6,651          |                |

***Milestones***

**FY 2004**

- eDOCS deployed into Federal Register production.
- Validated legal documents submitted electronically for publication in the *Federal Register* from 3 agencies accepted.

**FY 2005**

- COOP for NARA Headquarters functions fully operational and tested.
- Validated legal documents submitted electronically for publication in the *Federal Register* from 15 agencies accepted.

- FY 2006**
  - Validated legal documents submitted electronically for publication in the *Federal Register* from all agencies accepted.
- FY 2007**
  - Emergency Planning Coordinators trained and facility renovation contract signed.
  - Plan for issuance of Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to occupants of the National Archives Building developed.
- FY 2008**
  - COOP templates for NARA facilities developed.
  - NARA Headquarters and *Federal Register* regional COOP sites established for performance of basic daily emergency and continuity incident management operations in an unclassified environment.
  - Physical access control system at the National Archives at College Park upgraded.
  - Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to National Archives employees in Washington, DC.
- FY 2009 Estimated**
  - NARA Federal employee re-badging to meet Federal Government standards completed.
  - Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to all NARA Federal employees.
  - FIPS 201 compliant physical access control system at the National Archives, Washington, DC, upgraded.
  - Orders of Succession and Delegations of Authorities for all Mission Essential Functions and activities that support them planned and documented in the COOP plan.
  - Vital records that support the continuation of essential functions and recovery to normal operations identified and made accessible during all hazards.
  - Required interoperable communications capabilities for continuity operations at primary and alternate facilities acquired, installed, and functional.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** 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.

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**Long Range Performance Target 1.6** **By 2009, NARA has established a supportive partnership in the national response to emergencies in 100 percent of FEMA regions.**

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- FY 09 Estimated Performance**
- Establish a supportive partnership in the national response to emergencies in 100 percent of FEMA regions.
  - Offer emergency planning and vital records training sessions in each NARA region.

**Outcome** Federal agency records are preserved in the event of a disaster, and disaster-response agencies at all levels of government will consider records preservation in both their planning and in their response to emergencies.

**Significance** The preservation of our own records is covered in target 1.5 above. But we have a larger role to play in national emergencies. Our primary role is to promote the preservation of other Federal records, with a secondary function of providing technical assistance in the area of records preservation to state, local, and tribal governments to whatever extent we can. These public records fall into two

categories: government records that define and protect citizen rights and the government’s obligation to its citizens; and historical records.

**Means and Strategies** To have any role, however, we need to have previously established a relationship with the national response coordinator, the Federal Emergency Management Agency (FEMA). As a direct result of NARA’s recent leadership in this area, through collaboration with the Department of Homeland Security’s Office of Infrastructure Protection, “electronic and non-electronic records and documents” are now defined as national assets to be protected. We have partnered with the Department of Interior and now have a recognized role and responsibilities in the National Response Framework, Emergency Support Function (ESF) #11. We are also working with FEMA’s Continuity of Operations Division, National Continuity Programs Directorate and the Council of State Archivists (CoSA) to develop vital records training for government officials throughout the country.

Through NARA’s encouragement and leadership, all 50 states are including preparedness plans for protecting records in their State disaster plans. We will continue our work with state, local, and tribal governments before and during emergencies, by providing advice and counsel in how to react to emergency situations that threaten records. To that end, our web site is an important tool in conveying information.

**Key external factors** Our success depends on the willingness of the emergency management community to see records as a vital asset that has priority within any response to a disaster and inclusion of “records” in the final National Response Framework (NRF) and its supporting documents.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.</i> | —              | —              | —              | 50             | 80             | 100            |
| Percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.                               | —              | —              | —              | 60             | 80             |                |

***Milestones***

**FY 2006**

- FEMA mission assignment for recovery of records from Orleans Parish (LA) following Hurricane Katrina completed.
- Vital records model for NARA records management training program developed and tested.
- 

**FY 2007**

- Report to the White House and the Congress on status of disaster preparedness for vital and historical records in each state completed in partnership with CoSA.
- NARA disaster preparedness and recovery training program revised and piloted.
- Supportive partnerships developed in 60 percent of the FEMA regions.

**FY 2008**

- Partnership with FEMA to offer “vital records” content for FEMA COOP training in each of the regions developed.
- Partnership with FEMA and CoSA to develop “vital records” training for state and local government jurisdictions established.

**FY 2009 Estimated**

- “Vital records” training piloted and delivered by FEMA and CoSA to state and local government jurisdictions.
- NARA regions’ participation in Regional Intergovernmental COOP Working Group(s) established.
- NARA’s “Vital Records” and “Emergency Planning and Response” courses offered in each NARA region.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

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**STRATEGIC GOAL 2 WE WILL PRESERVE AND PROCESS RECORDS TO ENSURE ACCESS BY THE PUBLIC AS SOON AS LEGALLY POSSIBLE**

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- 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, 90 percent of agency declassification reviews receive high scores as assessed by 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 2009 Resources Available to Meet This Goal:** \$215,229,000; 706 FTE

| <b>FY 2009 Budget Linkage</b>  | <b>Records Services</b> | <b>Archives Related Services</b> | <b>Electronic Records Archives</b> | <b>Archives II Facility</b> | <b>Revolving Fund</b> | <b>Trust Fund</b> | <b>NHPRC</b> | <b>Repairs &amp; Restoration</b> |
|--|-------------------------|----------------------------------|------------------------------------|-----------------------------|-----------------------|-------------------|--------------|----------------------------------|
| 2.1 By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.   | x                       |                                  | x                                  |                             |                       |                   |              |                                  |
| 2.2 By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.                                     | x                       |                                  | x                                  |                             |                       |                   |              |                                  |
| 2.3 By 2012, 90 percent of agency declassification reviews receive high scores as assessed by ISOO.  | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 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. | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 2.5 By 2016, 100 percent of archival holdings are stored in appropriate space.   | x                       |                                  |                                    |                             |                       |                   |              | x                                |
| 2.6 By 2009, 100 percent of NARA records center holdings are stored in appropriate space.  |                         |                                  |                                    |                             | x                     |                   |              |                                  |

| FY 2009 Budget Linkage  | Records Services | Archives Related Services | Electronic Records Archives | Archives II Facility | Revolving Fund | Trust Fund | NHPRC | Repairs & Restoration |
|---|------------------|---------------------------|-----------------------------|----------------------|----------------|------------|-------|-----------------------|
| 2.7 By 2016, less than 50 percent of archival holdings require preservation action. | x                |                           |                             |                      |                |            |       |                       |

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**Long Range Performance Target 2.1 By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.**

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- FY 09 Estimated Performance**
- 20 percent of archival records transfers arrive at NARA on time.
  - Identify and schedule 10 percent more Federal agency electronic records than were scheduled in FY 2008.
  - Establish baseline for records schedules submitted using ERA.

**Outcome** Records of archival value are preserved for future generations.

**Significance** Technology and the movement of the computing environment to Federal workers' desktops have led to a decentralized records management environment. While this enables workers to create and manage their own records (such as e-mail), it has also resulted in a proliferation of both electronic records formats and locations where records are created and stored. In this new environment, traditional paper-based records management control techniques and procedures are often no longer appropriate, resulting in a Federal records management approach that is not well integrated into agency business process, systems development, information technology infrastructure, and knowledge management. This undermines the authenticity, reliability, integrity, and usability of Federal records and information essential for Government business, particularly electronic Government, and public use. We must guarantee the continuing accessibility of the records of all three branches of our Government regardless of the media on which they were created.

**Means and Strategies** The Electronic Records Archives (ERA) will provide a vehicle for implementing the records management improvements that result from the NARA's Records Lifecycle Business Process Reengineering, the E-Records Management (ERM) e-Government Initiative, and NARA's Records Management Initiatives. We will improve the development and implementation of records disposition schedules by automating and improving the quality of interactions between NARA and other agencies and the workflow within NARA. We will reduce cycle time for NARA's review and approval of records disposition authorities requested by other agencies and increase the number of acceptable formats for transfer of electronic records to NARA.

To assist us in setting priorities for helping Federal agencies deal with records management, we developed a set of criteria, procedures, and a handbook for identifying the functional areas within the Government that contain the greatest records management challenges. These areas will be our highest priorities for allocating NARA records management resources. The criteria used focuses our attention on records that are at greatest risk of not being managed effectively, records that document citizens' rights and Government accountability, and records of archival value. Through Federal agency surveys, NARA is identifying electronic systems in Federal agencies that are generating electronic records, and we are working to get more of those systems' records scheduled. Throughout FY 2008 we continued collecting



information from Federal agencies to identify unscheduled electronic records and learn more about the electronic records challenges Federal agencies face. We will continue this practice in FY 2009. In addition, by pre-accessioning electronic records into NARA, we will have more accurate descriptions, earlier transfers, and better preservation, while avoiding the loss of records that may occur with lengthy agency retention.

**Key external factors** Federal agencies must schedule their records.

**Verification and Validation**

| <i>Performance Data</i>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent scheduled transfers of archival records transferred to NARA at the scheduled time.</i>        | —              | —              | —              | —              | —              | 20             |
| Percent of archival records transferred to NARA at the scheduled time.  | —              | —              | —              | —              |                |                |
| <i>Performance target for percent of archival electronic records transfers arriving at NARA on time.</i>                        | —              | —              | —              | 5              | 10             | —              |
| Percent of archival electronic records transfers arriving at NARA on time.  | —              | —              | —              | —              | 40             |                |
| Backlog of overdue transfers of electronic records.   | —              | —              | 94             | 797            |                |                |
| <i>Performance target for percent increase in number of Federal agency electronic records series scheduled than prior year.</i> | —              | —              | —              | 10             | 10             | 10             |
| Percent increase in number of Federal agency electronic records series scheduled than prior year.                               | —              | —              | 10             | 33             | 30             |                |
| Number of Federal agency electronic records series scheduled.   | —              | —              | 1,001          | 1,332          | 1,746          |                |

***Milestones***

**FY 2004**

- Transfer guidance for three more electronic records formats issued (digital photography, geographical information systems, and web pages).
- Select Federal agencies surveyed to identify electronic systems that generate electronic records, and priorities for scheduling these records developed.

**FY 2005**

- Federal agency program-related systems (245) that generate electronic records identified and scheduled.
- Web snapshots of Federal Government web sites at end of last Presidential term collected.
- Alternative approaches to putting legacy records control schedules into an ERA repository analyzed.
- Pre-accessioning of electronic records discussed with six agencies.

**FY 2006**

- Two more transfers of electronic records pre-accessioned.

**FY 2007**

- Pilot repository with legacy records control schedules populated to facilitate migration of the schedules into ERA.
- Two standard templates for records transferred to NARA outlined.

**Data source** The Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Accessioned: Legal custody of archival materials is transferred to NARA.

**Long Range Performance Target 2.2 By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.**

**FY 09 Estimated Performance**

- Increase by 10 points the percent of archival holdings that have been processed to the point where researchers can have efficient access to them.

**Outcome** More of NARA’s holdings are available to the public.

**Significance** We must guarantee the continuing accessibility of the records of all three branches of Government. If we cannot do this, citizens, businesses, and the Government will lose the essential documentation necessary to prove their legal rights; the Government will suffer loss of both accountability and credibility; and as a nation our ability to learn about and understand our national experience will be diminished substantially. Moreover, as the business of government shifts more and more to electronic government and reliance on information technology, activities such as collecting taxes, providing veteran's benefits, and protecting our environment will suffer in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records (see target 3.1).

**Means and Strategies** *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 the records may be served 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 have been *accessioned* (transferred to the legal custody of the National Archives) faster than they could be processed. This has created a backlog of holdings that has been growing for decades. To reduce this backlog and increase public access to holdings, we re-engineered our processing system to increase efficiency. We also reassigned staff to processing.

**Key external factors** Progress in processing Presidential records may be hindered by an unusually large number of special access requests or Presidential Records Act (PRA)/FOIA requests.

**Verification and Validation**

| <i>Performance Data</i>   | FY 2004 | FY 2005 | FY 2006 | FY 2007                   | FY 2008 | FY 2009 |
|---|---------|---------|---------|---------------------------|---------|---------|
| <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> | 10      | 10      |
| Percent of archival holdings that have been processed to the point where researchers can have efficient access to them.   | —       | —       | —       | 21*                       | 33*     |         |

*\*Data reported in 2007 and 2008 reflect only Washington, DC, area work.*

***Milestones***

**FY 2006**

- Clinton Presidential and Vice Presidential records opened on January 20, 2006.
- Workload analysis study for textual records completed.

**FY 2007**

- New business processes for processing archival holdings established for Washington area Federal records established.
- Baseline of unprocessed backlog of archival holdings established and capability to measure

it accurately created.

**FY 2008**

- Processing efficiencies in Presidential Libraries and regional archives studied.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

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**Long Range Performance Target 2.3 By 2012, 90 percent of agency declassification reviews receive high scores as assessed by ISOO.**

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**FY 09 Estimated Performance**

- Perform annual assessments of agencies with substantial declassification review activity.
- Increase the percentage of agency declassification reviews receiving high scores as assessed by ISOO.
- Develop recommendations for declassification programs to improve the quality of their reviews.
- Develop policy guidance for the Controlled Unclassified Information (CUI) Framework.

**Outcome** Records are properly exempted, referred, or declassified under E.O. 12958, as amended.

**Significance** The Information Security Oversight Office (ISOO), which is administered by NARA, oversees the Government-wide security classification program and reports annually to the President on its status. ISOO collects data about agencies' programs and conducts on-sit reviews to assess those programs. An important component of the security classification program is declassification, in particular the automatic declassification program.

**Means and Strategies** On March 25, 2003, the President issued Executive Order 13292 further amending Executive Order 12958, as amended. Among the many changes was the extension of the automatic declassification deadline from April 17, 2003, to December 31, 2006, for most classified records; to December 31, 2009, for records with classified equities belonging to more than one agency; to December 31, 2011, for most classified 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. Additionally, it established an ongoing annual requirement for each of these areas beyond December 31, 2006. While the Executive branch for the most part fulfilled its initial obligations to satisfy the 2006 deadline, the current referral process to address multiple classified equities is inefficient, highly redundant, and prone to error. Through collaborative working groups, policy revisions, and increased oversight, ISOO will 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.

**Key external factors** Agencies' cooperation is essential to identifying the records subject to automatic declassification, impediments to meeting the ongoing deadlines, and solutions to these impediments.

## Verification and Validation

| <b>Performance Data</b>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b>            | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|---------------------------|----------------|
| <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> | <i>TBD</i>     |
| Number of agency declassification reviews that receive high scores as assessed by ISOO.   | —              | —              | —              | —              | 8                         |                |
| Number of agency declassification reviews assessed by ISOO.   | —              | —              | —              | —              | 22                        |                |
| Number of pages declassified government-wide (in millions of pages)   | 24.6           | 25.5           | 34.8           | 34.4           | 27.9                      |                |
| Per page cost of Government-wide declassification   | \$1.96         | \$2.24         | \$1.26         | \$1.30         | \$1.53                    |                |
| Total cost of declassification Government-wide (in millions of dollars)*  | \$48.3         | \$57.0         | \$44.0         | \$44.7         | \$42.7                    |                |

*\*Data is collected from Federal agencies on an annual basis and is reported to the President after the close of Federal annual reporting. Total cost and page figures exclude those of the intelligence agencies that report their costs as classified.*

### **Milestones**

#### **FY 2004**

- Universe of records subject to section 3.3 of the Order identified through agencies' declassification plans.
- Impediments and solutions to meeting the December 31, 2006 deadline identified.
- Guidance about how to collect data on the number of classification decisions made in automated systems, including e-mail, developed and distributed to Executive branch agencies.
- 75 agencies tasked to develop a declassification plan. Of these, 28 agencies did not need plans because they had no records subject to automatic declassification. Of remaining 46 agencies required to develop plans, 30 plans were acceptable and 16 needed additional work to be acceptable.

#### **FY 2005**

- Cost-effectiveness study and plan for automating the data for SF 311, including a requirement for electronic reporting, developed.

#### **FY 2006**

- Agencies Executive branch-wide responsibilities under Section 3.3 of Executive Order 12958 fulfilled and well-positioned to meet initial December 31, 2006, deadline.

#### **FY 2007**

- December 31, 2006, deadline achieved Executive branch wide.
- Scoring method to evaluate agency declassification programs developed.
- Referral standard streamlined and revised.
- Baseline scores of agency declassification reviews assessed by ISOO established.
- 12 Executive branch declassification reviews conducted.
- Strategy for dealing with classified special media established.

#### **FY 2008**

- Program for enhancing ISOO's assessment of declassification review programs in agencies with substantial declassification programs developed.
- Annual assessment of agencies with substantial declassification review activity performed.
- Scoring tool on the declassification reviews of all agencies with substantial declassification review programs tested.
- Recommendations for declassification programs to improve their scores developed.

#### **FY 2009 Estimated**

- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassification programs to improve the quality of their reviews issued.
- CUI Office staffed.
- Policy guidance for CUI Framework developed..

**Data source** Quarterly performance reports to the Archivist. Information Security Oversight Office, 2008 Report to the President (<http://www.archives.gov/isoo/reports/2008-annual-report.pdf>).

**Definitions** Declassification program 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 as amended. 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 Security Classification 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's senior agency official designated under section 5.4(d) of EO 12958, as amended, or the agency head.

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**Long Range Performance Target 2.4** **By 2016, NARA archival holdings of 25-years-old or older records are declassified, exempted, or referred under the provisions of Executive Order 12958, as amended.**

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- FY 09 Estimated Performance**
- Increase by 10 percent the number of pages completed in the National Declassification Initiative (NDI) process.
  - Scan 500,000 pages of Presidential records eligible for declassification review as part of the Remote Archives Capture project.

**Outcome** More archival records are declassified and made available for public use.

**Significance** Executive Order 12958, which was amended in FY 2003, requires the declassification of material 25 years old unless specifically exempt. The Government protects millions of classified documents at great expense, including more than 390 million pages in our Washington, DC, area facilities and 38 million pages in Presidential Libraries. The majority of these documents, more than 25 years old, no longer require classified protection and can and should be accessible to citizens.

**Means and Strategies** NARA staff continue to focus on the review of eligible records series that are not already being reviewed by the originating agencies. These agencies are ones that receive but do not generate much classified information. We must review these records to identify the equities of other agencies that may still have concerns about information in the records. To handle the reviews required by Executive Order 12958, as amended, and the extra work required by the Kyl and Lott Amendments, we hired experienced contract personnel to survey, review, and prepare records for release.

We use the Archives Declassification Review and Redaction System (ADRRES) to track our performance with Federal records against the requirement to have all records over 25 years old appropriately declassified, exempted or referred under the provisions of Executive Order 12958 as amended. The Presidential Libraries use the Remote Archives Capture Project to measure their goals for declassification and referral of twenty-five year old Presidential Library equity. We will also use ADRRES and the Unclassified Redaction and Tracking System (URTS) to make electronic records such as the 9/11 Commission records and State Department cables available to agency personnel for their review.

Under Executive Order 12958 as amended, agencies have a deadline of December 31, 2009, to review and resolve their equities in security classified documents over 25 years old that have been referred to them by other agencies. We estimate that there are approximately 3 million documents in accessioned federal records that must be acted on by the agencies prior to the 2009 deadline. Many of these

documents must be reviewed by two or more agencies. NARA will index these documents in the ADRRES database and will make these documents available to the agencies in a systematic fashion to enable them to accomplish their missions, protect permanently valuable federal records, and prevent unauthorized releases of still sensitive information. The Presidential Libraries have scanned 3.6 million of their 25-year-old Presidential classified material that must be acted upon prior to the 2009 deadline as part of the Remote Archives Capture (RAC) project and will process agency declassification decisions upon receipt, reviewing and placing opened documents back in the opened Presidential files.

In cooperation with other agencies, NARA has established an interagency referral center and a National Declassification Initiative to provide a systematic approach to the referral process for Federal records. By handling referrals in this manner, NARA retains physical and intellectual control of the records. It gives access to agency reviewers, while allowing NARA to prioritize the order in which referrals are processed so as to deal with records of high research interest in a timely manner. It establishes a standard method for recording agency decisions, ensuring that when NARA staff process the records for release or exemption, the agency determination will be clearly understood and NARA will avoid inadvertent releases of still sensitive information.

To ensure that records released to the public have been properly declassified, NARA has established an Interagency Quality Assurance Team as a component of the National Declassification Initiative. This team, consisting of representatives from the major classifying agencies, survey records prior to the records being processed for the interagency referral center to determine whether the initial review was adequate. The team will pass records to the IRC if satisfied with the quality, schedule records for resampling, or send the records to a remediation team if there are too many problems.

It is clear from the results of the quality assurance program that agencies need to improve the quality of initial reviews. NARA will be working with the agencies to develop standard equity recognition training and a certification program for declassification reviewers. NARA will also develop, in cooperation with the agencies, a web site for sharing agency declassification guidance.

For classified materials in the Presidential Library system for which we have no delegated declassification authority, we have established a partnership with the Central Intelligence Agency (CIA) called the Remote Archives Capture project (RAC). The RAC project prepares and optically scans all classified 25-year-old documents that cannot be systematically reviewed held by the Presidential Libraries. The purpose of this program is to put all classified Presidential materials on electronic media, which can then be transferred back to Washington, D.C. Once in Washington, the media are made available to the primary classifying agency for review and declassification of their equities. The equity declassification review is transmitted to a CIA center, which then returns the declassification decisions to the Library.

Meeting the requirements of Executive Order 12958, as amended, will be a significant challenge at the Reagan Library, where we will need to refer approximately 8 million pages of textual classified Presidential records prior to 2014. This represents more classified pages than all of the previous Presidential Libraries combined. In addition to scanning the Presidential records of the Reagan administration, the RAC project will need to scan approximately 500,000 pages of classified Vice Presidential records at the George H.W. Bush Library.

**Key external factors** Security concerns related to the war on terrorism may slow declassification efforts or lead to the withholding of additional records.

The quality of initial agency reviews is severely impacting the processing of records for the interagency

referral center. To meet the EO deadlines we would need to triple the throughput of the quality assurance and remediation processes, which would require a greater commitment of personnel by the agencies.

The Kyl and Lott Amendments require the re-review, page-by-page, of all declassified Federal records except those determined to be highly unlikely to contain Restricted Data and Formerly Restricted Data. We continue to devote resources to assist the Department of Energy (DOE) in surveying and auditing records to ensure that no Restricted Data and Formerly Restricted Data are inadvertently released. Our work in this increased in FY 2003 as the U.S. Air Force began a project similar to DOE's that will result in another layer of review before the records can be made available.

Special declassification projects are also affected by the amount of declassification that can be accomplished. Instead of examining entire records series for declassification, many of our declassification staff are required to examine individual withdrawn classified documents to determine their relevance and coordinate their declassification with the appropriate agencies.

The CIA must continue to provide technical support to enable the review of scanned Presidential documents by other agencies. Agencies must conduct reviews of their equities in the scanned Presidential documents before the Presidential libraries can process the records for release.

New employees hired for the declassification program cannot start work with classified records for many months until their security clearances are approved. The clearance process is now taking more than a year and sometimes more than two years.

**Verification and Validation**

| <i>Performance Data</i>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Backlog of pages of Federal records eligible for declassification review at start of year (in thousands of pages).                                  | —              | —              | —              | —              | 420,050        |                |
| Backlog of pages of Presidential materials at start of year (in thousands of pages).  | 806            | 668            | 218            | 218            | 218            |                |
| Annual number of Federal pages declassified (in thousands).   | 116            | 35             | 89             | 374            | 260            |                |
| Annual number of Presidential pages declassified (in thousands).  | 94             | 94             | 89             | 194            | 80             |                |
| <i>Performance target for percentage point increase in the number of pages completed in the National Declassification Initiative (NDI) process.</i> | —              | —              | —              | —              | —              | 10             |
| Percent increase in the number of pages completed in the NDI process.   | —              | —              | —              | —              | —              |                |
| Number of pages completed in the NDI process.   | —              | —              | —              | —              | —              |                |
| <i>Performance target for annual number of Presidential pages scanned (in thousands).</i>   | 300            | 300            | 500            | 500            | 500            | 500            |
| Annual number of Presidential pages scanned (in thousands).   | 500            | 563            | 506            | 512            | 519            |                |
| Cost per page declassified (Federal and Presidential).  | \$24.29        | \$27.60        | \$25.28        | \$8.45         | <b>TBD</b>     |                |

***Milestones***

**FY 2004**

- Survey of those record groups that are not being reviewed by the originating agency conducted to determine which agencies have equities in the records and appropriate referrals to those agencies made.

- FY 2005**
  - 50 percent of the FY 2004 baseline of NARA archival holdings of classified records 25-years-old or older are declassified, properly exempted, appropriately referred, or appropriately delayed.
- FY 2007**
  - National Declassification Initiative implemented and 2,000 cubic feet of classified holdings processed.
- FY 2008**
  - Quality assurance process for 3,072 cubic feet of records completed and made available for the Interagency Referral Center.
  - The National Declassification Initiative implemented.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Equity-holding agency: the 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.

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**Long Range Performance Target 2.5 By 2016, 100 percent of NARA’s archival holdings are stored in appropriate space.**

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- FY 09 Estimated Performance**
- Complete design for Roosevelt Library renovation.
  - Award construction contract for first phase of Roosevelt Library renovation.
  - Complete site work contract for Kennedy Library expansion.
  - Complete sprinkler upgrades and award construction for mechanical improvements at Eisenhower Library.
  - Award construction contract and complete mechanical improvements at Carter Library.
  - Complete design of 1571 improvements for Waltham, San Bruno, and Seattle.
  - Complete site flood prevention measures at the National Archives Building.
  - Break ground on new National Personnel Records Center facility.

**Outcome** Archival records are preserved for public use.

**Significance** Providing appropriate physical and environmental storage conditions are the most cost-effective means to ensure records preservation. We greatly increase the chances of records being available for use by Federal officials and the public for as long as needed.

**Means and Strategies** NARA has an inventory of 16 NARA-owned buildings—the National Archives Building, the National Archives at College Park, 13 Presidential Libraries and Museums, and the new



Southeast Regional Archives outside of Atlanta. The National Archives Building and the Roosevelt Library are on the National Register of Historic Places, and all of the Presidential Libraries are considered by the State Historic Preservation Officers to be eligible. All of these buildings are archival storage facilities and house historically valuable and irreplaceable documents. Literally hundreds of thousands of visitors go to these facilities to do research, to participate in conferences, and for learning and education opportunities. Maintaining these buildings to meet archival storage requirements, to keep their interiors and exteriors in a proper state of repair, as well as to make them safe and efficient buildings for use by researchers and visitors, is demanding not only in staff resources but also in operating and repair funds.

NARA's Capital Improvements Plan enables us to program for future major renovations so that the necessary repairs are performed in a programmed manner to ensure continued operations at the facilities. The Capital Improvements Plan is a prioritization of potential building needs.

While our state-of-the-art facility in College Park, Maryland, and the renovated National Archives Building in Washington, DC, provide appropriate storage conditions for the archival headquarters records of most Federal agencies, as well as modern records of national interest, many of our other facilities require environmental and storage improvements. Several of our regional facilities have severe quality problems, including backlogs of needed repairs and renovations and in some cases removal from their current location to better space is required. Existing Presidential libraries need upgrades in environmental conditions and several need additional storage space. In FY 2009, we will complete design work on the renovation of the Franklin D. Roosevelt Presidential Library and Museum and award the contract for construction of renovation activities. We will complete land acquisition and site preparation for the John F. Kennedy Presidential Library addition.

NARA will open the new National Archives—Central Plains Region facility in FY 2009. We will relocate documents and artifacts chronicling 170 years of Great Plains life from their current location in the Bannister Federal Complex to this new regional facility, located in Kansas City, Missouri. In addition to research facilities, the facility will house archival records in a specially designed storage module with temperature, humidity, and other environmental controls. Once NARA reaches capacity at the new Central Plains Region facility, other archival records will be shipped to an archival bay at Lee's Summit, Missouri.

The National Personnel Records Center (NPRC), the largest NARA operation outside the Washington, DC, area with over 4 million cubic feet of records, needs new facilities to replace current facilities that do not meet our storage standards for temporary and archival records. Military Personnel Records (MPR), Civilian Personnel Records (CPR), and the Dielman Archival Annex contain numerous facility problems and cannot be made to meet storage standards in a cost effective manner. The problems include inadequate temperature and humidity controls and particulate and gaseous filtration, and antiquated designs that are not conducive to efficient storage or retrieval of records. The existing facilities are being replaced with two new facilities designed to meet the records' particular storage requirements. The new facility for temporary records, the National Personnel Records Center Annex, will be completed in FY 2009. NARA is working with GSA on a new leased facility to house NPRC's archival and permanent holdings. The new facility will be located in St. Louis' North County area. With the lease for the new facility signed in September 2008, groundbreaking will begin in FY 2009.

**Key external factors** Public, White House, and congressional support for our space planning activities is vital to develop and implement proposed plans.

## Verification and Validation

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| Percent of NARA archival holdings in appropriate space   | 52             | 53             | 57             | 80             | 86             |                |
| Number of archival traditional holdings (in thousands of cubic feet)   | 3,025          | 3,166          | 3,299          | 3,349          | 3,731          |                |
| Percent of artifact holdings in appropriate space  | 42             | 42             | 42             | 42             | 40             |                |
| Number of artifact holdings (in thousands)   | 528            | 543            | 544            | 544            | 582            |                |
| Percent of electronic holdings in appropriate space  | 100            | 100            | 100            | 100            | 100            |                |
| Number of electronic holdings in appropriate space (in millions of logical data records)   | 3,238          | 4,041          | 4,611          | 4,737          | 5,522          |                |
| <i>Performance target for cost of compliant archival storage space per cubic foot of traditional holdings stored (adjusted for inflation).</i> | —              | —              | —              | \$5.78         | \$5.84         | \$6.06         |
| Cost of archival storage space per cubic feet of traditional holdings stored   | \$6.11         | \$6.48         | \$6.65         | \$6.20         | \$5.85         |                |

### *Milestones*

#### **FY 2004**

- Renovation of the National Archives Building 95 percent completed.
- Renovation and expansion of the Reagan Library completed.
- Renovation and expansion of the Ford Museum completed.
- Construction of Roosevelt Library Visitors Center completed.
- Move of Clinton Presidential Materials Project to new library facility completed.
- Study of digitization and facility storage options for long-term preservation of military service records completed.
- 75 percent of the construction of the Southeast Regional Archives completed.

#### **FY 2005**

- Renovation of the National Archives Building completed.
- Clinton Presidential Library opened.
- Construction of the Southeast Regional Archives completed.
- Move plan for military personnel records in St. Louis completed.

#### **FY 2006**

- Physical access control system at the National Archives at College Park upgraded.
- Alternatives for location of a new Southwest Regional Archives facility studied.
- Alternatives for location of a new Central Plains Regional Archives facility studied.
- Specific holdings within NARA to be transferred to the new National Personnel Records Center identified.
- Nixon artifact holdings from Laguna Niguel, California, transferred to Nixon Library in Yorba Linda, California.

#### **FY 2007**

- Location for a new National Personnel Records Center determined.
- Staging plan for moving military personnel records to the new National Personnel Records Center developed.
- Certification and acceptance of Nixon Presidential Library completed.

#### **FY 2008**

- Portion of move of Nixon artifact holdings from College Park to Nixon Library completed.
- Plan for upgrades to the Regional Archives in Chicago, Seattle and San Bruno finalized.
- Construction contract for mechanical improvements at the Carter Library awarded.
- Construction contract for Nixon Library expansion awarded.

#### **FY 2009 Estimated**

- Design for Roosevelt Library renovation completed.
- Construction contract for first phase of Roosevelt Library renovation awarded.
- Site work contract for Kennedy Library expansion completed.
- Sprinkler upgrades completed and construction contract for mechanical improvements at Eisenhower Library awarded.
- Construction contract awarded and mechanical improvements completed at Carter Library.

- Design of 1571 improvements completed for Waltham, San Bruno, and Seattle completed
- Site flood prevention measures at the National Archives Building completed.
- Ground breaking for new National Personnel Records Center completed.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Appropriate space: storage areas that meet physical and environmental standards for the type of materials stored there. Accession: archival materials transferred to the legal custody of NARA.

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**Long Range Performance Target 2.6 By 2009, 100 percent of NARA records center holdings are stored in appropriate space.**

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- FY 09 Estimated Performance**
- 100 percent of NARA records center holdings are stored in 36 CFR 1228 subpart K compliant space, as certified by NAS.
  - Complete certification of remaining records center facilities that have been brought up to storage standards.
  - Complete construction of National Personnel Records Center Annex.
  - Move 80 percent of holdings slated for National Personnel Records Center Annex.

**Outcome** Agency records are preserved for as long as needed.

**Significance** Providing appropriate physical and environmental storage conditions is the most cost-effective means to ensure records preservation. By doing so, we greatly increase the chances of records being available for use by Federal officials and the public for as long as needed.

**Means and Strategies** We issued revised facility standards to safeguard Federal records in records centers and other records storage facilities. These standards help ensure Federal records are protected whether they are stored by NARA, another Federal agency, or the private sector.

We assist other Federal agencies to bring their facilities under regulatory storage compliance with advice and, if necessary, by inspecting the storage facilities. Examples include Department of Veteran’s Affairs, Department of Energy, U.S. Customs and Border Protection, Central Intelligence Agency, Library of Congress, and the Copyright Office. Working with GSA we developed an Energy Saving Operating Plan for the Washington National Records Center that will allow us to upgrade our HVAC systems to meet new standards while paying for the systems through utility cost savings.

**Key external factors** Agencies may choose to store records in facilities not controlled by NARA.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent of NARA records center holdings stored in appropriate space.</i> | —              | —              | —              | —              | —              | 100            |
| Percent of NARA records center holdings stored in appropriate space.                               | —              | —              | —              | —              |                |                |

| <b>Performance Data</b>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| Percent of NARA records center facilities certified as meeting the 2009 regulatory storage standards | 0              | 9              | 9              | 29             | 33             |                |
| Volume of records center holdings (cubic feet in millions).  | 24.1           | 24.6           | 25.1           | 25.7           | 26.6           |                |
| Storage price per cubic foot for records center holdings.  | \$2.16         | \$2.16         | \$2.28         | \$2.28         | \$2.40         |                |

**Milestones**

**FY 2004**

- Repair or relocation plans for bringing NARA records centers into compliance with regulatory storage standards developed.
- Shelving completed and moved into new records center facility in Dayton.
- Records center facility at Lenexa expanded and moved records into facility.
- Solicitation for Offer and Lease Agreement for a facility in Southern California to replace the Laguna Niguel records center completed.
- Buildout of three replacement records center bays in Atlanta completed.
- Construction of a new records center facility in Atlanta to replace East Point records center completed.
- Bluegrass Annex in Philadelphia closed.

**FY 2005**

- Birmingham, AL Annex closed.
- Palmetto, GA Annex closed.
- Fort Worth Building 5 Annex closed.
- Denver, CO Annex closed.
- Energy Saving Operating Plan for the Washington National Records Center developed with GSA.
- Lease agreement to construct a records center storage facility in Fort Worth completed.

**FY 2006**

- Move into new records center facility in Atlanta completed.
- East Point records center closed.
- Move into new records center facility in Riverside, CA, completed.

**FY 2007**

- Construction of new records center facility in Fort Worth completed.
- 1 million cubic feet moved into new records center facility in Fort Worth.
- 75 percent of the move from Bannister Road to Kansas City completed.

**FY 2008**

- Move out of Bannister Road records center in Kansas City completed.
- New records center facility in Fort Worth, Texas certified.
- Lease agreement to construct a National Personnel Records Center Annex for temporary records completed.

**FY 2009 Estimated**

- Certification of remaining records center facilities brought up to storage standards completed.
- Construction of National Personnel Records Center Annex completed.
- 80 percent of holdings slated for National Personnel Records Center Annex moved.
- Storage of all NARA records center holdings in 36 CFR 1228 subpart K compliant space achieved.

**Data source** Quarterly performance reports to the Archivist.

**Definitions** Appropriate space: storage areas that meet physical and environmental standards for the type of materials stored there.

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**Long Range Performance Target 2.7 By 2016, less than 50 percent of archival holdings require preservation action.**

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- FY 09 Estimated Performance**
- Appropriately treat or house 80,000 cubic feet of NARA’s at-risk archival holdings so as to slow further deterioration.
  - Establish measures for the quantity of dynamic media record holdings that can be preserved using digitization.
  - Develop plan for conversion of dynamic media records holdings to digital formats by 2016.
  - Implement infrastructure to ensure preservation of digital products created in preservation reformatting.
  - Deploy IOC of the Holdings Management System (HMS) for textual records in NARA’s College Park facility and provide training to staff..

**Outcome** Permanent records are preserved for generations to come.

**Significance** Providing public access to records for as long as needed requires that we assess the preservation needs of the records, provide storage that retards deterioration, and treat, house, duplicate and/or reformat records at risk of not being preserved.

**Means and Strategies** NARA’s permanent records provide information pertaining to a wide range of subjects and events in our nation’s history. They include records documenting the service of America’s veterans and the actions of our Government and nation. More than two-thirds of NARA’s textual and non-textual records are at risk of not being preserved and available for use by future generations. We must address the needs of a wide variety of formats and media in our holdings—paper records, motion pictures, audio recordings, videotapes, still photography, aerial photography, microfilm and other microforms, maps, charts, and artifacts. Examples of at-risk records include acetate-based still photography negatives and microfilm, audio and video recordings requiring obsolete equipment for access, brittle and damaged paper records, and motion pictures. We continue our work to perform the required preservation actions, such as providing the appropriate storage environment, housing records according to archival standards, reformatting, and performing conservation treatment.

Among the many preservation methods we use to extend the life of our holdings, one in particular is undergoing a fast-paced, marketplace-driven change. To ensure the continued availability of some of our most vulnerable holdings, we must reformat them. Traditionally, the preservation action of reformatting has predominantly used analog equipment and supplies. Digital work processes and materials are replacing analog processes and materials. Over the last decade, the switch from analog to digital processes and materials for reformatting is taking place at an increasing rate, with major audio and video and photographic film manufacturers eliminating or reducing traditional analog products and equipment. Within five years, few photographic and other analog special media products—such as videotape, audiotape, and 35 mm film—will be available. Significant and numerous records of America’s visual and audio documentary heritage from the 19<sup>th</sup> and 20<sup>th</sup>-century are in danger of being lost to the American people if we do reformat and digitize. In FY 2008, we acquired equipment needed to convert our

operations from analog to digital, trained staff in the operation of this equipment, and developed new work flow processes that take advantage of the new technologies. We will migrate digitized holdings to ERA to secure and preserve the data. We are in a race against time to reformat the records in need.

At our National Personnel Records Center (NPRC) in St. Louis the records of the service of our 19<sup>th</sup>- and 20th-century military veterans require immediate preservation attention. These records comprise more than 6 billion pages in more than 1.5 million cubic feet of space, and represent the records of more than 57 million service men and women who have served since 1885. Preservation work on the OMPFs has focused on addressing the accessibility and archival storage needs of the oldest, most fragile records, representing slightly more than one percent of the files, dating back to 1885, containing data about Navy and Marine Corps enlisted personnel who served prior to World War II. Beginning with the accessioning of the first 20,000 cubic feet of records in 2004, NARA's archival holdings at St. Louis are expanding to include significant volumes of OMPFs and related records. Simultaneous to our study of the options for housing the Official Military Personnel Files (OMPFs) and in anticipation of moving the holdings, NARA conducted a comprehensive physical needs assessment. We learned that 85 percent of the OMPFs contain particularly unstable, rapidly deteriorating, paper-based formats, and more than 30 other media or information formats, including metal dog tags, hair samples, blood strips, rifle targets, and plastic ID cards. Eighty percent of the files already have damage, due to handling, embrittlement, creases, fire, and mold. Reformatting these records to ensure long-term preservation and access is a massive challenge. Relocating them to a properly controlled environment is an essential, cost-effective first step in stabilizing their condition.

In 2007, an additional 205,000 cubic feet of OMPFs of all military personnel with a discharge or retirement date or date of death in service of 1945 or earlier were accessioned into the NPRC archives, making it the largest regional archives in the NARA system. Annually over the next 60 years, OMPFs will be accessioned to a point where all 1.5 million cubic feet (57 million records) will be opened to the public.

The OMPFs and related holdings from NPRC will be moved to a new GSA-leased facility in suburban St. Louis County, Missouri, in early 2010.

In support of our efforts to ensure efficiency and target the records with the greatest preservation needs, NARA is developing a Holdings Management System (HMS) to track workflow, priorities and circulation. A Business Process Reengineering (BPR) examined the functional requirements for tracking location, space, circulation, and preservation needs and actions for all NARA holdings. In FY2008, we developed a prototype of HMS as a tool to help us refine user requirements. We will implement the initial operating capability version of HMS in FY 2009.

We continue to work hard to keep pace and to make progress in solving the preservation challenges for the holdings at risk of not being preserved. Nonetheless, as we accession new records, our backlog of at-risk records increases and we are challenged to keep up with the preservation needs of these records.

**Key external factors** Unusually large increases in new at-risk records, such as the recent accessioning of OMPFs, increases in the cost of leasing cold storage space, increases in demand for digitized holdings, and large increases or shifts in public demands for the use of at-risk records, affect our ability to address preservation requirements and delay achievement of performance objectives.

## **Verification and Validation**

| <b><i>Performance Data</i></b>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b>            | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|---------------------------|----------------|----------------|
| <i>Performance target for percent of archival holdings that require preservation action.</i>       | —              | —              | —              | <i>Establish Baseline</i> | ≤65            | ≤64            |
| Percent of archival holdings that require preservation action.                                     | —              | —              | —              | 65                        | 64             |                |
| Backlog of holdings requiring preservation action (in thousands of cubic feet).                    | —              | —              | —              | 2,165                     | 2,386          |                |
| At-risk archival holdings that received preservation treatment this year (thousands of cubic feet) | 19             | 27             | 29             | 54                        | 130            |                |
| Cumulative volume of at-risk archival holdings in cold storage (thousands of cubic feet).          | 80             | 86             | 90             | 90                        | 91             |                |
| <i>Performance target for cumulative percent of OMPFs inventoried and rehoused.</i>                | —              | 8              | 35             | 69                        | 100            | —              |
| Percent of OMPFs inventoried and rehoused.   | —              | 4              | 34             | 79                        | 100            |                |

### ***Milestones***

#### **FY 2004**

- Analysis of OMPF risk assessment completed.
- 4 staff hired to prepare move preparation plan and actual move plan for OMPFs.
- OMPF move preparation plan completed.

#### **FY 2005**

- Textual preservation study completed.

#### **FY 2007**

- Capability to measure baseline of archival holdings requiring preservation action created.
- New baseline of archival holdings requiring preservation action established.
- Business process reengineering to examine functional requirements for tracking location, space, circulation, and preservation needs and actions for developing HMS completed.

#### **FY 2008**

- Digitization equipment and IT support for analog-to-digital transition identified and procured.
- Prototype of HMS developed.

#### **FY 2009 Estimated**

- Measures for the quantity of dynamic media record holdings to be preserved using digitization established.
- Plan to convert dynamic media records holding to digital formats by 2016 developed.
- Infrastructure for preservation of digital products created in preservation reformatting implemented.
- IOC of the HMS for textual records in Archives II deployed and staff trained.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** At-risk: records that require preservation action to retard deterioration and stabilize condition, including storage in the appropriate environment, housing to provide physical and chemical stability, reformatting, and conservation treatment. At risk records are imperiled by physical and chemical damage and inaccessibility due to obsolete technology. Dynamic media: record holdings in formats including audio, video, and motion picture.

**STRATEGIC GOAL 3 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 2009 Resources Available to Meet This Goal:** \$76,967,000; 102 FTE

| FY 2009 Budget Linkage  | Records Services | Archives Related Services | Electronic Records Archives | Archives II Facility | Revolving Fund | Trust Fund | NHPRC | Repairs & Restoration |
|---|------------------|---------------------------|-----------------------------|----------------------|----------------|------------|-------|-----------------------|
| 3.1 By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them. | x                |                           | x                           |                      |                |            |       |                       |
| 3.2 By 2012, 80 percent of archival electronic records are preserved at the planned level of service.   |                  |                           | x                           |                      |                |            |       |                       |
| 3.3 By 2016, the per-megabyte cost of managing electronic records decreases each year.  | x                |                           | x                           |                      |                |            |       |                       |

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

- FY 09 Estimated Performance**
- Sustain 80 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
  - Complete 75 percent of data migration of holdings from legacy systems migrating to the initial ERA system for Federal records.

**Outcome** Electronic records of archival value are available promptly for use.

**Significance** We must guarantee the continuing accessibility of the permanent electronic records of all three branches of our Government. If we cannot do this, citizens, corporations, and the Government will lose the essential documentation necessary to prove their legal rights; the Government will suffer loss of both accountability and credibility; and as a nation our ability to learn about and understand our national experience will be diminished substantially. Moreover, as the business of government shifts more and more to electronic government and reliance on information technology, activities such as collecting taxes, providing veteran's benefits, and protecting our environment will suffer in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records and transfer those that are permanent to NARA.



**Means and Strategies** 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 email, office automation records, digital photographs, and other multi-media electronic formats. Also, during the next year, the Census Bureau will be transferring electronic images of up to 600 million pages of information, comprising more than 48 terabytes of data, from the 2000 Census. Digital Military Personnel Files represent estimated transfers of a billion files over 10 years. The transfer volume projected for 2009 is more than ten times greater than all the electronic record volume NARA has processed since the first such transfer in 1971. After surveying Federal agencies, we have concluded that the rate of growth of electronic records created in the Federal Government is about 50 percent per year, although the rate of growth of permanently valuable electronic records is likely not as high. We expect even greater growth in transfers of electronic records to NARA as ERA is implemented because past transfers have been constrained by NARA's limited capacity to process them.

Our ability to promptly process archival electronic records will be significantly enhanced by the creation of ERA. While NARA's existing technical capacity to process electronic records is higher than it has ever been, staffing has declined. Technical processing still lags behind what we anticipate agencies will be sending to NARA over the next several years. NARA's existing systems and staff are able to copy about one terabyte of data per year. Until the ERA system is fully operational, we will extend and expand our existing systems to attempt to keep up. During FY 2008 we began to migrate data—both metadata and holdings—from our existing systems into ERA for those systems that the initial ERA system replaced. We will run dual operations—both ERA and our legacy systems—as we continue to migrate data throughout FY 2009.

**Key external factors** The results of existing and future research and development into electronic records preservation may change the requirements for an electronic records preservation system.

**Verification and Validation**

| <i>Performance Data</i>   | FY 2004 | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 |
|---|---------|---------|---------|---------|---------|---------|
| <i>Performance target for percent of archival electronic accessions processed to the point where researchers can have efficient access to them.</i> | 99      | 80      | 80      | 95      | 80      | 80      |
| Percent of archival electronic accessions processed.  | 76      | 80      | 80      | 81      | 86      |         |
| Number of accessions received.  | 1,732   | 1,830   | 2,010   | 2,153   | 2,328   |         |
| Number of accessions processed.   | 1,324   | 1,463   | 1,615   | 1,738   | 2,004   |         |
| Unprocessed accessioning backlog (in accessions).   | 408     | 367     | 395     | 415     | 324     |         |
| Median time (in calendar days) from the transfer of archival electronic records to NARA until they are available for access.                        | 736     | 413     | 259     | 467     | 2,127*  |         |

\* Processing completed for numerous electronic record holdings received more than 5 years ago.

**Milestones**

**FY 2004**

- New Accession Management Information System installed.
- Certification software for new Digital Linear Tapes on the current Accession Preservation System installed.
- Copying capacity of the current Accession Preservation System expanded.
- Technologies that can support copying and verifying electronic records in the following formats studied: e-mail with attachments, scanned images, Portable Document Format, digital images, World Wide Web files, and Geographic Information System files.

**FY 2005**

- New technologies to support copying and verifying the electronic records in the six transfer

formats purchased.

- FY 2006** • New technologies to support copying and verifying the electronic records in the six transfer formats implemented.
- FY 2007** • Data cleanup and data migration planning from legacy systems migrating to the initial ERA system completed.
- FY 2008** • Process to transfer electronic records on legacy media to ERA implemented.
- FY 2009 Estimated** • Data migration of holdings from legacy systems to ERA is 75 percent complete.

**Data source** The Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Gigabyte: (1) a gigabyte is a measure of computer data storage capacity. A gigabyte is 2 to the 30<sup>th</sup> power, or 1,073,741,824 bytes in decimal notation. Terabyte: A terabyte is a measure of computer data storage capacity. It is 2 to the 40<sup>th</sup> power, or approximately a thousand gigabytes. 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 e-mail message; each row in each table of a relational database or each row in an independent logical file database.

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**Long Range Performance Target 3.2 By 2012, 80 percent of archival electronic records are preserved at the planned level of service.**

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- FY 09 Estimated Performance** • Establish baseline of archival electronic records preserved and managed in a persistent format.

**Outcome** Electronic records of archival value are effectively preserved for future generations.

**Significance** We must guarantee the continuing accessibility of the electronic records of all three branches of our Government. If we cannot do this, citizens, corporations, and the Government will lose the essential evidence necessary to document their legal rights; the Government will suffer loss of both accountability and credibility; and as a nation our ability to learn about and understand our national experience will be diminished substantially. There will be a loss in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records.

**Means and Strategies** In the long term, ERA will allow the National Archives to preserve and maintain at the planned level of service any electronic record in any format. The ERA system will enable NARA and the Presidential Libraries to preserve permanent holdings and will enable the Records Center Program to provide storage and access services to other agencies. To help achieve this goal, NARA will use a planning mechanism, implemented as an operational feature of ERA, called the Lifecycle Management Plan (LMP). The LMP will serve as NARA's roadmap for managing specific accessions. It will allow us to prescribe specific strategies for preservation, access review, and reference activities related to the records that make up those accessions, and to document the decisions behind those strategies. The LMPs will allow us to more rigorously manage and plan for the preservation of Federal records. The selection of these specific strategies as implemented in the LMP will result in the categorization of accessioned records into three broad "levels of service." The highest level of service will comprise electronic records in formats that are expected to remain readily accessible for long periods of time. Such formats are called "persistent formats." A small portion of electronic records are transferred to NARA in persistent formats. For all others, a version would have to be created in a persistent format. The lowest level covers electronic records that are not in persistent formats, but are readily accessible in their original using current technology. Such records will be maintained in their current formats. The intermediate level of

service provides for access to electronic records that are no longer accessible in their original formats but cannot be converted to a persistent format, often because no persistent format exists. Such records will be made accessible by creating versions in current, readily accessible formats, even though these formats are expected to become obsolete. The choice of these levels will be based on the technological characteristics of the records, the needs of the records' originators, laws and regulations requiring differing levels of control, expected customer demands or interests, and NARA's business strategies and priorities. Specific preservation, reference, and access review strategies needed to implement these levels of service will vary from one set of records to the next, depending on individual circumstances.

To prepare for these capabilities, in FY 2005, we established criteria for levels of service for select electronic records, and in FY 2007, we developed lifecycle management plans for select electronic records, using the levels of service criteria. These lifecycle management plans will indicate the activities to be undertaken in preserving specific documentary material or sets of material and how NARA will provide access to them.

**Key external factors** The results of existing and future research and development into electronic records preservation may change the requirements for an electronic records preservation system.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target of percent of NARA's electronic holdings stabilized.</i> | —              | —              | —              | 80             | 80             | 85             |
| Percent of NARA's electronic holdings that are stabilized.                     | 89             | 89             | 89             | 89             | 90             |                |
| Number of accessions received.   | 1,732          | 1,830          | 2,010          | 2,153          | 2,328          |                |
| Number of accessions stabilized.   | 1,541          | 1,628          | 1,788          | 1,915          | 2,097          |                |
| Number of archival holdings accessioned (in millions of logical data records). | 3,238          | 4,041          | 4,611          | 4,737          | 5,522          |                |

***Milestones***

- FY 2005**
  - Criteria for levels of service for archival electronic records established.
- FY 2006**
  - Lifecycle management plans for select electronic records developed using criteria established for levels of service piloted.
- FY 2007**
  - Lifecycle management plan pilot for select electronic records using criteria established for levels of service developed.
- FY 2008**
  - Draft methodology for the capability to measure preservation of electronic records in a persistent format developed.
- FY 2009 Estimated**
  - Baseline of archival electronic records preserved and managed in a persistent format established.

**Data source** The Performance Measurement and Reporting System and quarterly performance reports to the Archivist

**Definitions** Preservation media – Media on which permanent electronic records are stored. Preservation media includes 3480-Class magnetic tape cartridges, Digital Linear Tape, and Electronic Records Archives disk storage.

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**Long Range Performance Target 3.3 By 2016, the per-megabyte cost of managing archival electronic records through the Electronic Records Archives will continue to decrease each year.**

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**FY 09 Estimated Performance**

- Achieve initial operating capability of the ERA system for Presidential records.
- Extend ERA to additional agencies beyond the pilot agencies.
- Initiate design and development of ERA capabilities for public access and long-term preservation.

**Outcome** Electronic records of archival value are economically preserved.

**Significance** We must guarantee the continuing accessibility of the electronic records of all three branches of our Government. If we cannot do this, citizens, corporations, and the Government will lose the essential records necessary to document their legal rights; the Government will suffer loss of both accountability and credibility; and as a nation our ability to learn about and understand our national experience will be diminished substantially. There will be a loss in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records.

**Means and Strategies** Through the Electronic Records Archives (ERA), we are creating a digital National Archives that will make permanently valuable Government records available to anyone, at any time, and in any place, for as long as needed.

The ERA system addresses a fundamental requirement of electronic government: to be able to keep and transmit reliable and authentic electronic records independently of time, place, the vagaries of the market place, the state of the art of information technology, or the peculiarities of proprietary formats or stove piped applications. NARA is developing a comprehensive, systematic, and dynamic means for preserving electronic records, free from dependence on any specific hardware or software. More importantly, ERA will help citizens find records they want and make it easy for NARA to deliver those records in formats suited to citizens' needs.

ERA will include nearly all of NARA's processes for lifecycle management of records; therefore, it will be the catalyst for conversion to the target architecture from the legacy applications NARA currently uses to support these processes. This conversion will include process improvement as well as reengineering the architecture of these applications.

We also will continue collaborative research into issues related to the lifecycle management of electronic records that are beyond state-of-the-art information technology or state-of-the-science computer, information, or archival sciences. Research and exploratory development activities are well aligned with the work of the Interagency Working Group on Information Technology's Research and Development program and the President's Management Council's vision of Government-wide electronic records management in support of e-Government. Specific direction to agencies encourages research to enable preservation and utility of electronic information archives and creation of digital archives of core knowledge for research and learning, as well as being able to produce, collect, store, communicate, and share high amounts of electronic information. We will continue to rely to a large extent on established R&D management capabilities in partner agencies.

NARA has laid out an incremental acquisition strategy for ERA that will enable us to ensure that

significant milestones are achieved before commitments are made for subsequent work. The first increment of ERA supports the automation of selected aspects of our workflow for lifecycle management processes for all types of records and provides tools for agencies to use in transferring electronic records. The initial system supports the online transfer of electronic records to the National Archives and automates the verification of basic characteristics of transferred electronic records. This system stores electronic records in the formats received.

ERA operates from a primary site in West Virginia and uses a backup site in Maryland for media storage. The primary site provides for the transfer, verification and storage of unclassified and Sensitive But Unclassified (SBU) records from NARA’s existing holdings and from four pilot Federal agencies (Bureau of Labor Statistics, National Nuclear Security Administration, Naval Oceanographic Office, and the Patent and Trademark Office).

In FY 2009, ERA systems for unclassified and classified records will be deployed. These systems will enable us to ingest and store electronic records of the Executive Office of the President (EOP) to be transferred to NARA at the end of the George W. Bush Administration. The EOP ERA systems will provide the search and retrieval capabilities needed to make these electronic records available in response to special access requests. Each system will be located in an appropriate and secure facility.

During FY 2009, NARA will begin development of capability and capacity for online public access to electronic records in ERA and will lay the foundation for long-term digital preservation. NARA will continue operations at its primary ERA data center in West Virginia, and the system for classified Presidential electronic records elsewhere.

**Key external factors** The ERA developer has encountered problems with software development, which has led to delays in the system deployment schedule. A corrective action plan is in place to minimize the impact of these delays on the program and to mitigate against additional delays as the program progresses. The results of existing and future research and development into electronic records preservation may change the requirements and costs for an electronic records preservation system.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b>            |
|--|----------------|----------------|----------------|----------------|----------------|---------------------------|
| <i>Performance target for megabyte cost to manage archival electronic records.</i> | —              | —              | —              | —              | —              | <i>Establish baseline</i> |
| Per megabyte cost to manage archival electronic records.                           | \$4.77         | \$0.72         | \$0.43         | \$0.37         | \$0.39         |                           |
| Number of megabytes of archival electronic records stabilized (in millions).       | 1.9            | 9.5            | 16.8           | 17.8           | 18.1           |                           |

***Milestones***

**FY 2004**

- Request for Proposals for ERA design released December 5, 2003.
- ERA design contract awarded August 3, 2004.
- Installation of an earned value management system for ERA performance measurement completed.

**FY 2005**

- System requirements with competing vendors reviewed.
- System Design Review with competing vendors conducted.
- System Analysis and Design completed.
- ERA domain model completed.
- Development contractor for the ERA system selected.

**FY 2006**

- Software requirements for the initial system for Federal records specified.

- Preliminary Design Review for the initial ERA system for Federal records completed.
- Critical Design Review for the initial ERA system for Federal records completed.

**FY 2007**

- Infrastructure for the ERA system for Federal records deployed.
- First pilot of the ERA system for Federal records delivered.
- Prototype of capabilities required for Presidential electronic records constructed.

**FY 2008**

- Initial operating capability of the ERA system for Federal records achieved.
- Data ingestion from legacy systems and four Federal agencies begun.
- Pilot for the ERA system for Presidential electronic records completed.
- Sample data ingested into the pilot Presidential system.

**FY 2009 Estimated**

- Initial operating capability of the ERA for Presidential electronic records achieved.
- Availability of ERA to agencies beyond pilot agencies achieved..
- Design and development of ERA for public access and preservation initiated.

**Data source** The Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** 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; 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 e-mail message; each row in each table of a relational database or each row in an independent logical file database. Megabyte: a megabyte is a measure of computer data storage capacity. A megabyte is 2 to the 20<sup>th</sup> power, or 1,048,576 bytes in decimal notation.

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**STRATEGIC GOAL 4 WE WILL PROVIDE PROMPT, EASY, AND SECURE ACCESS TO OUR HOLDINGS ANYWHERE, ANYTIME**

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- 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 2009 Resources Available to Meet This Goal:** \$50,580,000; 275 FTE

| <b>FY 2009 Budget Linkage</b>  | <b>Records Services</b> | <b>Archives Related Services</b> | <b>Electronic Records Archives</b> | <b>Archives II Facility</b> | <b>Revolving Fund</b> | <b>Trust Fund</b> | <b>NHPRC</b> | <b>Repairs &amp; Restoration</b> |
|--|-------------------------|----------------------------------|------------------------------------|-----------------------------|-----------------------|-------------------|--------------|----------------------------------|
| 4.1 By 2016, NARA customer service standards for researchers are met or exceeded.                                      | x                       |                                  | x                                  |                             |                       |                   |              |                                  |
| 4.2 By 2012, 1 percent of archival holdings are available online.  | x                       |                                  | x                                  |                             |                       |                   |              |                                  |
| 4.3 By 2016, 95 percent of archival holdings are described at the series level in an online catalog.                   | x                       |                                  |                                    |                             |                       |                   |              |                                  |
| 4.4 By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites. | x                       |                                  |                                    |                             |                       |                   |              |                                  |

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**Long Range Performance Target 4.1 By 2016, NARA customer service standards for researchers are met or exceeded.**

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- FY 09 Estimated Performance**
- Meet or exceed NARA’s published standards for access to records and services and customer satisfaction levels:
    - 92 percent of written requests are answered within 10 working days;
    - 93 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
    - 87 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
    - 90 percent of online archival fixed-fee reproduction orders are completed in 20 working days or less.

**Outcome** Our customers are satisfied with NARA’s service.

**Significance** Our customers deserve the best service we can deliver. Through the measurement of performance against customer service standards, development of customer service teams and customer service training, customer surveys, and process redesign efforts in areas that traditionally had high backlogs, we are coordinating our efforts to ensure that our customer service meets our customers' needs.

**Means and Strategies** Serving our customers is one of our primary areas of focus, and we are continually making process improvements in our research rooms, training staff in customer service principles, employing customer service teams, modernizing and upgrading research room equipment, adding research room staff, and adjusting hours of service to make it easier for more people to use our services. We also added public computer terminals with Internet access in all our research rooms nationwide.

Our research facilities at the National Archives Building in Washington, D.C., consolidate in one convenient location access to preeminent genealogy resources in the Washington area. Among the center's amenities is an expanded microfilm research room with ready access to millions of microfilmed documents. A nearby Genealogy Consultation Room provides customers with highly knowledgeable staff and volunteers to help develop research strategies and use finding aids. We have implemented an orientation presentation for customers when they use the facility for the first time.

In 2007, NPRC greatly expanded its archival holdings with the accessioning of more than 205,000 cubic feet of Official Military Personnel Files (OMPFs) of all military personnel with a retirement or discharge date or date of death in service of 1945 or earlier, making it the largest regional archives in the NARA system. Annual accessions will grow this volume to more than 1.5 million cubic feet—some 57 million OMPFs by 2067—which will be opened to the public as they are processed. In 2008, an additional 92,000 cubic feet were accessioned for the year 1946. Approximately 59,000 cubic feet additional cubic feet will be accessioned in FY 2009 for the year 1947.

NARA is exploring new partnership opportunities that would digitize many of our holdings (see related target 4.2), thereby greatly increasing public access to these records. These partnerships will help us find cost-effective and efficient ways to bring high-interest and representative documents to our users over the Internet. We also strive to provide timely Internet access to high-interest documents such as 9/11 Commission records and materials relating to nominees for appointment to key government positions and the Supreme Court.

**Key external factors** Unexpected increases in records holdings or public interest in groups of records can significantly increase workloads, response times, and wear and tear on public use equipment. NARA cannot control the response time for FOIAs that must be referred to other agencies.

**Verification and Validation**

| <i>Performance Data</i>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for written requests answered within 10 working days.</i>   | 90             | 95             | 95             | 90             | 91             | 92             |
| Percent of written requests answered within 10 working days.  | 95             | 96             | 95             | 93             | 94             |                |
| <i>Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.</i> | 85             | 90             | 90             | 85             | 86             | 87             |
| Percent of Freedom of Information Act requests for Federal records completed within 20 working days.                    | 68             | 82             | 87             | 88             | 88             |                |
| Number of FOIAs processed.  | 5,131          | 8,794          | 8,758          | 12,027         | 13,472         |                |



| <b>Performance Data</b>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b>            |
|---|----------------|----------------|----------------|----------------|----------------|---------------------------|
| Annual cost to process FOIAs (in millions).   | \$1.43         | \$1.74         | \$2.62         | \$2.72         | \$2.34         |                           |
| Annual per FOIA cost.   | \$272          | \$196          | \$295          | \$220          | \$173          |                           |
| <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             | 90             | 93                        |
| Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.                               | 98             | 98             | 96             | 86             | 93             |                           |
| Number of researcher visits to our research rooms (in thousands).   | 169            | 171            | 134            | 138            | 140            |                           |
| Number of items furnished in our research rooms (in thousands).   | 696            | 537            | 421            | 520            | 576            |                           |
| Number of items furnished on time in our research rooms (in thousands).   | 683            | 527            | 405            | 449            | 537            |                           |
| <i>Performance target for archival fixed-fee reproduction orders through OFAS are completed in 20 (35 pre-2007) working days or less.</i> | 75             | 80             | 85             | 85             | 85             | 90                        |
| Percent of archival fixed-fee reproduction orders through OFAS are completed in 20 (35 pre-2007) working days or less.                    | 99.9           | 99             | 97             | 72             | 68             |                           |
| Average per order cost to operate fixed-fee ordering.   | \$29.35        | \$27.31        | \$28.74        | \$26.67        | \$30.59        |                           |
| Average order completion time (days)  | 9              | 12             | 14             | 17             | 22             |                           |
| <i>Performance target for percent of researcher satisfaction with NARA experience.</i>  | —              | —              | —              | —              | —              | <i>Establish baseline</i> |
| Percent of researcher satisfaction with NARA experience.  | —              | —              | —              | —              | —              |                           |

#### **Milestones**

##### **FY 2006**

- NARA's published standards for access to records and services exceeded.
- Freedmen's Bureau records project to microfilm records of 15 states and the District of Columbia completed.

##### **FY 2007**

- NARA's published standards for access to records and services exceeded.

##### **FY 2008**

- NARA's published standards for access to records exceeded.

##### **FY 2009 Estimated**

- NARA's published standards for access to records and services and customer satisfaction levels exceeded.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist. Request price for military service separation agreements from FY 2009 Records Center Program Rate Schedule, which is provided annually to agencies in an attachment to their interagency agreement.

**Definitions** Written requests: requests for services that arrive in the form of letters, faxes, e-mails, 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.

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### **Long Range Performance Target 4.2 By 2012, 1 percent of archival holdings are available online.**

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#### **FY 09 Estimated Performance**

- Meet 20 percent of the 2012 target for archival holdings accessible online.
- Increase the volume of use of Access to Archival Databases

- Increase the number of visits to the Archival Research Catalog (ARC) by 10 percent.

**Outcome** Archival materials are available online for public use.

**Significance** We must guarantee the continuing accessibility of the records of all three branches of our Government. If we cannot do this, citizens, corporations, and the Government will lose the essential evidence necessary to document their legal rights; the Government will suffer loss of both accountability and credibility; and as a nation our ability to learn about and understand our national experience will be diminished substantially.

**Means and Strategies** To increase the amount of archival material that we make available online, we are engaging in four major strategies:

- Gathering existing digital copies of archival material and make them available online;
- Engaging in partnerships to digitize archival material;
- Exploring innovative NARA-led projects for digitizing that will also allow us to develop our internal capacity in this area; and
- Making electronic records, which are “born digital,” available online.

First, we plan to identify and publish online material that has already been digitized by NARA, but for one reason or another is not available online. For example, NARA has digitized a large number of high interest documents for exhibits; these materials could be described and placed online. A NARA-wide project to locate, inventory these digitized copies, and assess the level of effort required was initiated in FY 2007. We made some of these copies available online in FY 2008 and will continue this effort in FY 2009.

Second, we continue to explore a variety of new partnership opportunities that would digitize many of our holdings, thereby greatly increasing public access to these records. These partnerships help us find cost-effective and efficient ways to bring high-interest and representative documents to our users over the Internet. NARA seeks to partner with organizations from a variety of sectors (private, public, non-profit, educational, government) to digitize and make available holdings. NARA currently is in discussion with a variety of potential partners, and developed principles to ensure that such partnerships maintain the public trust.

Third, we continue to explore innovative ways to increase our own capacity to digitize our holdings. We will look for sources of funding and support for specific high-interest projects. We will strive to provide timely Internet access to high-interest documents, such as 9/11 Commission records and materials relating to recent nominees to the Supreme Court and other positions. And, as discussed earlier (see target 2.7), we will be converting from analog equipment to digital equipment in our reformatting activities. This conversion to digital media will provide us the opportunity to make these records available to a much broader audience over the Internet.

Fourth, we maintain our Access to Archival Databases (AAD) system which makes select “born digital” database records available online. To meet an immediate need to provide online access to high-volume and high-demand electronic records from the Department of State, the Executive Office of the President,

and other agencies, NARA launched the AAD system in 2003. We are continuing to increase the number of records available to the public through this tool. This function will eventually be provided by ERA.

**Key external factors** We intend to accomplish much of this goal through partnerships with other organizations that want to publish our holdings on their web sites.

**Verification and Validation**

| <i>Performance Data</i>   | FY 2004 | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 |
|---|---------|---------|---------|---------|---------|---------|
| <i>Performance target for percent of traditional holdings available online.</i>                             |         |         |         |         | .2      | .2      |
| Percent of traditional records available online.  | —       | —       | —       | —       | .04     |         |
| <i>Performance target for percent of archival electronic holdings available online.</i>                     |         |         |         |         | .2      | .2      |
| Percent of archival electronic holdings available online.   | —       | —       | —       | —       | —       |         |
| <i>Performance target for percent increase in number of archival electronic holdings accessible online.</i> | 50      | 20      | 10      | 10      | —       | —       |
| Percent increase in number of archival electronic holdings accessible online.                               | 51      | 20      | 13      | -24     | 8       |         |
| <i>Performance target for percent increase in ARC visits.</i>   | —       | —       | —       | —       | 10      | 10      |
| Percent increase in ARC visits.   | —       | 81      | (11)    | 14      | 131     |         |
| Number of ARC visits (in thousands of visits).  | 158     | 286     | 254     | 290     | 670     |         |
| <i>Performance target for percent increase in AAD uses.</i>   | —       | —       | —       | —       | 10      | 10      |
| Use of AAD (in thousands of queries).   | 778     | 1,134   | 1,480   | 1,665   | 2,086   |         |
| Percent increase in AAD queries.  | —       | 46      | 31      | 13      | 25      |         |

***Milestones***

**FY 2004**

- Online survey of customer satisfaction with online access to electronic records through Access to Archival Databases system conducted.

**FY 2005**

- Snapshots of Federal Government web sites taken.
- Results of online survey to improve customer usability of Access to Archival Databases system identified.
- Digital photographs from FEMA added to AAD.
- AAD’s customer satisfaction score to 55 on customer survey tool improved.

**FY 2006**

- Additional 13 percent electronic records added to AAD.
- User interface improvements launched.
- AAD’s customer satisfaction improved to a score of 65 on customer survey tool.

**FY 2007**

- Working group to explore strategies for NARA-led digitizing projects chartered.
- Digitization partnership principles and a digitization plan for making available archival holdings online developed.
- Number of digital copies available online through the Archival Research Catalog (ARC) increased by 10 percent.
- Digitization partnership principles and planning developed.
- Inventory of existing digital copies of archival materials completed.

**FY 2008**

- Measurement methodology for number of archival holdings accessible online developed.
- More than 18,000 existing digital copies added to the Archival Research Catalog (ARC).
- Agency business requirements for digital storage needs identified.

**Data source** The Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** 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 e-mail message; each row in each table of a relational database or each row in an independent logical file database. Visits: An online "visit" is analogous to a physical visit to one of our facilities. If someone is continuously active on our site, we count all his retrievals as one visit. If he is inactive for more than 30 minutes, we assume that he has left the building, as it were. If he later requests another page—whether the same day or another day—we count that as a new visit. We exclude visits by “bots,” which are not real people but merely agents harvesting data about web sites on behalf of search engines. Use: A query through the AAD or ARC search engine, or a retrieval of the start page, excluding retrievals by “bots.” Query: A use of AAD’s search engine measured as a click on a search button that returns a “partial records page” identifying records that meet the search criteria.

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**Long Range Performance Target 4.3 By 2016, 95 percent of NARA archival holdings are described in an online catalog.**

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- FY 09 Estimated Performance**
- Describe 65 percent of NARA traditional holdings in the Archival Research Catalog.
  - Describe 65 percent of NARA artifact holdings in the Archival Research Catalog.
  - Describe 65 percent of NARA electronic holdings in the Archival Research Catalog.

**Outcome** Researchers find the descriptive information they need about NARA archival holdings in one convenient location.

**Significance** In a democracy, the records of its archives belong to its citizens. NARA is committed to ensuring that citizens anywhere, anytime can gain access to information about and from the records of our Government. A key strategy to fulfilling that commitment is the development and deployment of the Archival Research Catalog (ARC). Eventually, the functionality and data in ARC will be incorporated in the Electronic Records Archives.

**Means and Strategies** When fully populated, ARC will be a comprehensive, self-service, online "card catalog" of descriptions of our nationwide holdings. Previously, to locate records you wanted to see or copy, you had to search through various published and unpublished catalogs, indexes, and lists, many of which were out of date, out of print, or available in one location only. ARC will ensure that anyone, anywhere with an Internet connection can browse descriptions of all of our holdings, including electronic records, in our Washington, DC, area archives, regional archives, and Presidential libraries. ARC also contains links to more than 133,000 digital images of some of our most popular and interesting holdings. The available online historical documents include many of the holdings highlighted in NARA's permanent Public Vaults exhibit.

In developing ARC, we built two systems—a read-only web version of the system for use by staff and the public, and a data entry system in which archivists enter and edit records descriptions. Fully launched in 2004, we have worked steadily since that time to get more descriptions of our holdings in ARC. Today, ARC contains more than one million descriptions. But with 65 years worth of existing descriptive information to place into ARC, we have a multi-year challenge ahead.

We are undertaking a major effort to put the data from existing finding aids into ARC. This project includes folder and item lists, and a wide variety of indexes. We expect it to add hundreds of thousands of detailed descriptions to ARC, and to provide a valuable tool for researchers. We are also working to

redesign the ARC web interface, the public face of ARC. The redesign will provide an improved easier-to-navigate user interface based on customer feedback.

### Verification and Validation

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for traditional holdings in an online catalog.</i>                         | 30             | 40             | 50             | 55             | 60             | 65             |
| Percent of traditional holdings in an online catalog.  | 33             | 43             | 51             | 56             | 64             |                |
| Number of traditional holdings described in an online catalog (thousands of cubic feet).         | 1,033          | 1,366          | 1,671          | 1,886          | 2,392          |                |
| Number of traditional holdings in NARA (thousands of cubic feet).                                | 3,157          | 3,167          | 3,299          | 3,349          | 3,731          |                |
| <i>Performance target for artifact holdings in an online catalog.</i>                            | 30             | 40             | 50             | 55             | 60             | 65             |
| Percent of artifact holdings in an online catalog.   | 40             | 43             | 57             | 57             | 61             |                |
| Number of artifact holdings described in an online catalog (thousands of items).                 | 215            | 233            | 309            | 309            | 353            |                |
| Number of artifact holdings in NARA (thousands of items).  | 540            | 544            | 544            | 544            | 582            |                |
| <i>Performance target for electronic holdings in an online catalog.</i>                          | 5              | 10             | 20             | 55             | 60             | 65             |
| Percent of electronic holdings in an online catalog.   | 10             | 31             | 40             | 99             | 98             |                |
| Number of electronic holdings described in an online catalog (millions of logical data records). | 536            | 2,539          | 4,517          | 4,692          | 5,399          |                |
| Number of electronic holdings in NARA (millions of logical data records).                        | 3,238          | 4,041          | 4,611          | 4,737          | 5,522          |                |
| Number of series described in ARC (cumulative).  | —              | —              | —              | 49,691         | 74,544         |                |
| Number of ARC visits (in thousands of visits*).  | 158            | 286            | 254            | 290            | 570            |                |

### *Milestones*

#### **FY 2004**

- ARC rollout to 97 percent of NARA archival units nationwide complete.

#### **FY 2005**

- ARC rollout to all archival units nationwide 100 percent complete.

#### **FY 2006**

- Tools to convert existing finding aids into ARC launched.

#### **FY 2007**

- Hyperlinks in updated web pages embedded to provide contextual information for users.

#### **FY 2008**

- Redesigned ARC web system launched.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Visits: An online "visit" is analogous to a physical visit to one of our facilities. If someone is continuously active on our site, we count all his retrievals as one visit. If he is inactive for more than 30 minutes, we assume that he has left the building, as it were. If he later requests another page—whether the same day or another day—we count that as a new visit. We exclude visits by “bots,” which are not real people but merely agents harvesting data about web sites on behalf of search engines.

Use: A query through the AAD or ARC search engine, or a retrieval of the start page, excluding retrievals by “bots.”

Traditional holdings: books, papers, maps, photographs, motion pictures, sound and video recordings and other documentary material that is not stored on electronic media. Artifact holdings: objects whose archival value lies in the things themselves rather than in any information recorded upon them. Electronic holdings: records on electronic storage media.

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

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- FY 09 Estimated Performance**
- Improve NARA's score against the benchmark for excellence by 1 percent.
  - Develop a comprehensive and strategic concept of operations for web-based access to our online assets.

**Outcome** More people, nationwide and worldwide, have easy access to NARA services.

**Significance** For citizens and the Government to take full advantage of the resources we have to offer, we must make those services available as widely as possible. With the advent of the Internet and other electronic forms of communication, we have the means to offer services remotely. Visiting or writing one of our facilities is no longer the only way for people to get ready access to essential evidence. By broadening the availability of our services, we ensure that citizens everywhere have access to their National Archives.

**Means and Strategies** The National Archives reaches millions of people each year through its web presence, consisting of *archives.gov*, Presidential Library web sites, and web sites supporting unique initiatives, such as *OurDocuments.gov*.

These sites are the most widely available means of electronic access to our services and information, including directions on how to contact us and do research at our facilities located nationwide; descriptions of our holdings; direct access to certain archival electronic records; digital copies of selected archival materials; electronic mailboxes for customer questions, comments, and complaints; electronic versions of Federal Register publications; online exhibits; and classroom resources for students and teachers.

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 2008, we evaluated the need for a redesign of the *archives.gov* home page. With the last redesign of this site performed in 2005, we plan to improve our customer's experience on the site with a redesign scheduled for FY 2009. We will analyze data collected from our online web survey, web analytics reports, and feedback from staff about their customers as we begin to redesign the *archives.gov* home page. We completed an inventory of all NARA's current online capabilities to help us identify gaps and overlaps and are working to develop a strategic concept of operations for web-based access to NARA's digitized and electronic records by the public.

Planned projects for FY 2009 include the design of a 75<sup>th</sup> Anniversary celebration web site to coincide with NARA's celebration beginning in January 2009. The Anniversary celebration website will

showcase NARA’s history and announce anniversary programs and events at NARA facilities around the country throughout the year.

Also, in FY 2009, we strive to increase visibility and transparency regarding our programs and services. We plan to develop a web governance strategy to identify Web 2.0 technologies and social media tools that enhance NARA’s interactive, collaborative, and participative relationships with Federal agencies, partners and the public. NARA will also build a web site for the Bush 43 project, which will include an interface to the two versions of the *whitehouse.gov* web sites during that Administration.

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. In FY 2009 we will use a recently implemented ACSI survey to collect feedback from federal records managers and others with records management responsibilities about the guidance and training material available to help them perform their records management responsibilities. 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.

**Verification and Validation**

| <i>Performance Data</i>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b>            | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|---------------------------|----------------|
| Online visits to NARA’s web sites (in thousands).   | —              | 21,859         | 31,897         | 34,871         | 37,806                    |                |
| Cost to provide NARA services online per visitor.   | \$0.13         | \$0.17         | \$0.10         | \$0.05         | \$0.03                    |                |
| <i>Performance target in percent improvement in web sites score at or above the benchmark for excellence as defined for Federal government web sites.</i> | —              | —              | —              | —              | <i>Establish baseline</i> | <i>1</i>       |
| Web sites score at or above the benchmark for excellence as defined for Federal government web sites.   | —              | 69             | 69             | 67             | 66                        |                |
| Percent of NARA services available online.  | 30             | 40             | 52             | 52             | 52                        |                |
| Number of NARA services online.   | 36             | 48             | 62             | 62             | 62                        |                |

***Milestones***

**FY 2004**

- Online registration management system piloted.
- *Order Online!* implemented.
- Online ordering and payment of merchandise study conducted.

**FY 2005**

- Online searching to find microfilm available for purchase, viewing, or renting implemented.
- Online ordering of microform products implemented.
- Siebel Order Fulfillment Application (SOFA), replacing the OFAS Workflow System, implemented.
- Capability to submit grant applications online implemented.

**FY 2006**

- Online ordering of copies of bankruptcy cases, civil cases, criminal cases, and Court of Appeals cases implemented.
- Online ordering of copies of naturalization records implemented.
- Online ordering of World War I draft registration cards implemented.

**FY 2007**

- Online store for museum merchandise operational.
- Methodology for assessing NARA’s score against the benchmark for excellence as

defined for Federal government web sites developed.

**FY 2008**

- NARA's baseline score against the benchmark for excellence as defined for Federal government web sites established.
- Inventory of all web-based access capabilities currently provided to our online customers to identify gaps and overlaps completed.

**FY 2009 Estimated**

- Redesign of *archives.gov* home page completed.
- Three projects on three different social media web sites (e.g. You Tube, Flickr, Twitter, Facebook, etc.) piloted.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

**Definitions** Online Visits: An online "visit" is analogous to a physical visit to one of our facilities. If someone is continuously active on our site, we count all his retrievals as one visit. If he is inactive for more than 30 minutes, we assume that he has left the building, as it were. If he later requests another page—whether the same day or another day—we count that as a new visit. We exclude visits by “bots,” which are not real people but merely agents harvesting data about web sites on behalf of search engines.



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**STRATEGIC GOAL 5 WE WILL INCREASE ACCESS TO OUR RECORDS IN WAYS THAT FURTHER CIVIC LITERACY IN AMERICA THROUGH OUR MUSEUM, PUBLIC OUTREACH, AND EDUCATION PROGRAMS**

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- 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 2009 Resources Available to Meet This Goal:** \$25,186,000; 187 FTE

| <b>FY 2009 Budget Linkage</b>   | <b>Records Services</b> | <b>Archives Related Services</b> | <b>Electronic Records Archives</b> | <b>Archives II Facility</b> | <b>Revolving Fund</b> | <b>Trust Fund</b> | <b>NHPRC</b> | <b>Repairs &amp; Restoration</b> |
|---|-------------------------|----------------------------------|------------------------------------|-----------------------------|-----------------------|-------------------|--------------|----------------------------------|
| 5.1 By 2016, our museums score in the top 10 percent of all history museums nationally according to industry measures.        | x                       |                                  |                                    |                             |                       | x                 |              |                                  |
| 5.2 By 2016, 95 percent of exhibit, public outreach, and education visitors are highly satisfied with their visit experience. | x                       |                                  |                                    |                             |                       | x                 |              |                                  |

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

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- FY 09 Estimated Performance**
- Analyze data from the AASLH study.
  - Issue report on NARA’s 12 Presidential Library museum programs.

**Outcome** Our museums are effective at increasing access to our holdings in ways that further civic literacy.

**Significance** 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 to enable access to our holdings. 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.

**Means and Strategies** The National Archives Experience, which was launched with the opening of the Public Vaults, the McGowan Theater, and O'Brien Traveling Exhibits Gallery in FY 2005, continues to grow in scope and impact. The Public Vaults has helped us make a connection between the average visitor and federal records, illustrating how such records illuminate our understanding of the events that shaped our nation, our communities and our families. We expanded the offerings in our Theater, to

include "American Conversations," a successful series of civic discussions with noted authors and historical thinkers hosted by the Archivist of the United States. The O'Brien Gallery has featured topical exhibits intended to engage visitors in the stories that define our common heritage, from eyewitness reports of the great events of our times to the school boy experiences of the youngsters who grew up to be President. Added in FY 2007, our new Boeing Learning Center provides resources to teachers and parents, allowing them to more effectively use our records to achieve national standards for history and civics. More than one million visitors a year now visit the National Archives Experience, providing the National Archives with an exceptional opportunity to promote lifelong civic learning among people of different ages and backgrounds who come from all parts of the country.

Presidential Libraries and Museums play a vital role in promoting an understanding not only of 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. Each year, Presidential Libraries also create temporary exhibits that enhance the public's civic literacy by expanding visitors' understanding of their government, their local communities, and modern American history. Exhibits examine themes central to civic literacy in America: leadership, citizenship, and our democratic tradition.

Conferences, symposia, and public forums sponsored by the Libraries are another means of educating and informing the public about our shared democratic values. In FY 2006, more than 200,000 people attended public programs at Presidential Libraries. "Vietnam and the Presidency" was particularly noteworthy. Hosted by the Kennedy Library, this unprecedented gathering of public figures intimately associated with the Vietnam War was the first conference sponsored by all of the Presidential Libraries together with NARA. Due to the extraordinary public response to the conference, Presidential Libraries held a second conference examining the Supreme Court and the Presidency in November 2007 at the Roosevelt Library.

Beyond exhibits and formal programs, education programs are an integral part of Library activities. President Reagan described Presidential Libraries as "classrooms of democracy." This description could not be more accurate. Libraries provide a broad range of educational opportunities for students of all ages. Each Library offers programs designed to introduce students to American history and the Presidency and to inform teachers about the use of primary source documents in teaching history.

**Key external factors** Our success depends on the availability and usability of instruments for measuring the effectiveness of museums. It also depends in part on the support we receive from the Foundation for the National Archives and the private foundations that support the Presidential Libraries because they provide the additional resources needed to accomplish this goal.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b>            | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|---------------------------|----------------|
| <i>Performance target for NARA museums scoring against the industry benchmark.</i> | —              | —              | —              | —              | <i>Establish baseline</i> | —              |
| NARA museums score against the industry benchmark.                                 | —              | —              | —              | —              | TBD                       |                |
| Number of visitors to NARA museums and exhibits (in millions)                      | 2.6            | 3.0            | 3.0            | 3.2            | 3.2                       |                |

***Milestones***  
**FY 2004**

- Permanent exhibit, "The Public Vaults," part of NARA's National Archives Experience

- program opened to the public.
- Lewis and Clark Exhibition, marking the 200<sup>th</sup> anniversary of that event, opened at the Reagan Library.
- “American Originals” traveling exhibit 4 year tour around the United States concluded.

**FY 2005**

- William J. Clinton presidential Library and Museum opens to the public.

**FY 2007**

- Industry measurement tools for an appropriate benchmark for NARA museums surveyed.
- The Learning Center operational, part of NARA’s National Archives Experience, is operational.
- Richard Nixon Presidential Library and Museum opens to the public.

**FY 2008**

- Draft of library profiles for NARA’s 12 Presidential Libraries developed.
- Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.

**FY 2009 Estimated**

- Report on NARA’s 12 Presidential Library museum programs issued.
- Data from the AASLH study analyzed.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

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**Long Range Performance Target 5.2 By 2016, 95 percent of our education, public outreach, and exhibit visitors are highly satisfied with their visit experience.**

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**FY 09 Estimated Performance**

- 95 percent of NARA education, public outreach, and exhibit visitors are highly satisfied with their visit experience.
- Implement Presidential library education program survey.

**Outcome** Our visitors understand their personal connection to the records of their history.

**Significance** Studies indicate that visitor satisfaction correlates with learning. That is, people who report having a satisfying experience also turn out to have learned more of the content of the program.

**Means and Strategies** We deliver a wide variety of experiences for visitors throughout the National Archives system. These experiences are delivered through physical visits, online and offline publications, video conferences, webcasts, and others. As technology expands to include new delivery mechanisms, we will look for new opportunities for delivering our programs.

**Key external factors** To better understand our customers’ interests, we will need to expand our customer survey program.

**Verification and Validation**

| <i>Performance Data</i>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.</i> | 95             | 95             | 95             | 95             | 95             | 95             |
| Percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.                               | 99             | 99             | 99             | 98             | 99.6           |                |
| Number of rated education programs, workshops,  | 464            | 547            | 605            | 606            | 632            |                |

| <i>Performance Data</i>   | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| and training courses.   |                |                |                |                |                |                |
| Number of attendees at rated education programs, workshops, and training courses. | 8,125          | 9,248          | 10,394         | 10,299         | 11,246         |                |

***Milestones***

**FY 2004**

- Permanent exhibit, “The Public Vaults,” part of NARA’s National Archives Experience program opened to the public.

**FY 2007**

- Methodology for collecting statistics on customer satisfaction from a variety of sources developed.

**FY 2008**

- Internal study of Presidential library museum satisfaction launched.
- Education program survey for Presidential Libraries drafted.

**FY 2009 Estimated**

- Presidential library education program survey implemented.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.

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**STRATEGIC GOAL 6 WE WILL EQUIP NARA TO MEET THE CHANGING NEEDS OF OUR CUSTOMERS.**

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- 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 2009 Resources Available to Meet This Goal:** \$33,030,000; 171 FTE

| <b>FY 2009 Budget Linkage</b>   | <b>Records Services</b> | <b>Archives Related Services</b> | <b>Electronic Records Archives</b> | <b>Archives II Facility</b> | <b>Revolving Fund</b> | <b>Trust Fund</b> | <b>NHPRC</b> | <b>Repairs &amp; Restoration</b> |
|---|-------------------------|----------------------------------|------------------------------------|-----------------------------|-----------------------|-------------------|--------------|----------------------------------|
| 6.1 By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.   | x                       | x                                | x                                  |                             | x                     |                   |              |                                  |
| 6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF). | x                       | x                                | x                                  |                             | x                     |                   |              |                                  |
| 6.3 By 2016, public network applications are available 99 percent of the time.  | x                       | x                                |                                    |                             | x                     |                   |              |                                  |

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**Long Range Performance Target 6.1 By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.**

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- FY 09 Estimated Performance**
- Maintain 95 percent of staff development plans linked to strategic outcomes.
  - Maintain 95 percent of employee performance plans linked to strategic outcomes.
  - Develop NARA’s Strategic Human Capital Plan.

**Outcome** The NARA workforce has the skills necessary to deliver the services our customers require.

**Significance** To ensure we can achieve our mission and strategic goals we must be able to recruit, retain, and develop high-performing staff for key leadership positions.

**Means and Strategies** Having the internal staff capabilities to carry out the strategies in this Strategic Plan is vital to the success of the plan and the achievement of our mission. Like other Federal agencies, NARA is facing significant turnover in senior leadership and loss of specialized expertise over the next several years. To ensure that this personnel change does not create a debilitating “brain drain” we must implement mechanisms to attract, develop, and nurture new agency leaders at all levels. In FY 2008, we successfully piloted NARA’s competency development approach across several positions in the agency.

The results and lessons learned from this pilot project will be applied to future competency development efforts across mission critical occupations in the years to come.

We have also made significant progress toward creating an agency-wide leadership competency model. During FY 2008, NARA’s Office of Records Services validated a leadership competency model that is now being used as the foundation for several management development activities across the office, including a formal competitive management development program for high-potential “emerging” managers. We will look to expand this leadership competency model to all NARA leadership positions during FY 2009.

NARA is also developing a Strategic Human Capital Plan (SHCP) for FY 2009 – 2014 that will provide direction for addressing NARA’s most significant workforce management challenges and opportunities. It will outline our mission, infrastructure, goals, objectives, and strategies. The plan will be based on guidance provided by the U.S. Office of Personnel Management (OPM) and its foundation will be rooted in the five human capital systems outlined in OPM’s Human Capital Accountability and Assessment Framework (HCAAF).

All Federal agencies are required to develop a human capital plan per 5 CFR 250 and the Chief Human Capital Officers (CHCO) Act of 2002. But beyond fulfilling regulatory requirements, this plan will serve as the basis to further engage all NARA offices in the management of their most important resources, their employees. By establishing a viable human capital planning process, we will increase our understanding and awareness of the factors that impact our agency workforce. In particular, the SHCP will establish a systematic, data-driven, agency-wide approach to human capital management, aligned with the Agency’s mission and vision. The purpose of the plan is to address the strategic management of the agency’s human capital over the next five years.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent of permanent staff having staff development plans that link to strategic outcomes.</i> | 95             | 95             | 95             | 95             | 95             | 95             |
| Percent of permanent staff having staff development plans that link to strategic outcomes.                               | 52             | 78             | 76             | 96             | 89             |                |
| Number of permanent staff having staff development plans that link to strategic outcomes.                                | 1,400          | 2,071          | 1,944          | 2,379          | 2,229          |                |
| Number of permanent staff.   | 2,703          | 2,664          | 2,607          | 2,485          | 2,570          |                |
| Average time (in calendar days) to fill a leadership position  | 90             | 82             | 42             | 39             | 55             |                |
| <i>Performance target for percent of staff having performance plans that link to strategic outcomes</i>                  | 95             | 95             | 95             | 95             | 95             | 95             |
| Percent of staff having performance plans that link to strategic outcomes.   | 93             | 94             | 95             | 97             | 98             |                |
| Number of staff having performance plans that link to strategic outcomes.  | 2,514          | 2,492          | 2,361          | 2,157          | 2,475          |                |

***Milestones***

**FY 2004**

- Project plan for redesigning NARA’s existing recruiting strategies and procedures developed.
- Leadership competency model developed.
- Management intern program implemented in 4 records centers.

**FY 2005**

- Management intern program expanded to 2 more records centers.

- Pilot course on interview skills and techniques completed.
- System for tracking and monitoring the timeliness of recruitment actions revised.
- Supervisors' performance plans revised to establish accountability for timely recruiting and selection.

**FY 2006**

- Management trainee program expanded to additional records centers.
- Workforce planning process that enables managers to better plan recruiting for leadership and other positions created.
- Organizational impact study conducted to consider changes to organizational structure and training needs as a result of long-range improvements to NARA workflows (see 1.3).
- Vendor to convert eOPFs selected.

**FY 2007**

- A management development program for another program office designed.
- Conversion project for eOPFs completed.

**FY 2008**

- NARA Mission Critical Occupations formally identified
- Contract support for competency development initiative obtained
- Competency development pilot project with NARA's Modern Records Program completed
- Pilot for a management development program implemented.

**FY 2009 Estimated**

- Competency development work expanded to cover at least two additional NARA units and/or occupations.
- Leadership competency model expanded to cover all NARA leadership positions.
- NARA's Strategic Human Capital Plan developed.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist. Targets for maintaining staff performance plans and development plans linked to strategic outcomes take into account personnel changes that routinely occur, during which personnel may not have updated plans that relate to their new duties. Because of continuous personnel changes there will always be less than 100 percent linkage.

**Definitions** Staff development plan: an individualized plan to enhance employees' knowledge, skills, and abilities, and to improve performance in their current jobs or of duties outside their current jobs in response to organizational needs and human resource plans. Leadership position: a supervisory position at grade GS-13 or above and non-supervisory positions at grade 15 or above.

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**Long Range Performance Target 6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force.**

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**FY 09 Estimated Performance**

- Increase the percentage of applicants pools with applicants in underrepresented groups for positions in grades 13 and above over the percentage in FY 2008.

**Outcome** NARA customer service to all segments of American society improves because the workforce mirrors the society we serve.

**Significance** A diverse workforce enhances our agency by ensuring that we can draw on the widest possible variety of viewpoints and experiences to improve the planning and actions we undertake to achieve our mission and goals. By promoting and valuing workforce diversity, we create a work setting where these varied experiences contribute to a more efficient and dynamic organization and employees can develop to their full potential.

**Means and Strategies** We must focus on improving our performance in hiring and promoting people in underrepresented groups by continuing our efforts to expand recruiting techniques, collecting and analyzing pertinent personnel management data, and implementing staff development programs.

We will focus on improving our performance in hiring and promoting people in underrepresented groups by continuing our efforts to expand recruiting techniques, collecting and analyzing pertinent personnel management data, and implementing staff development programs. We hope to make steady gains in attracting underrepresented groups through a recruitment framework developed in FY 2007 to help guide the agency's short- and long-term recruitment activities. The framework includes a special emphasis on recruiting from underrepresented groups. A key strategy in this framework is to maximize Federal hiring flexibilities available for entry-level positions (typically GS-5 through GS-11) to increase the availability of underrepresented candidates for higher level positions. To that end, NARA has established partnerships with the Hispanic Association of Colleges and Universities (HACU) and the Gates Millennium Scholars Foundation to place underrepresented students in internship positions throughout NARA; implemented the Federal Career Intern Program as a tool to attract highly qualified diverse applicants to entry-level positions throughout NARA; and continued to reach out to minority-serving organizations at all levels in order to raise awareness about career opportunities at NARA.

**Key external factors** Achievement of this target depends on qualified people in underrepresented groups applying for positions at NARA.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Performance target for percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.</i> | 90             | 93             | 96             | 87             | 77             | 92             |
| Percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.                               | 92             | 95             | 87             | 76             | 91             |                |
| Number of applicants for positions at grades GS-13 and above.  | 1,783          | 1,725          | 677            | 194            | 259            |                |
| Number of applicant pools for positions at grades GS-13 and above.   | 143            | 153            | 86             | 37             | 54             |                |
| Number of pools for positions in grades GS-13 and above that had self-identified applicants in protected classes.                                | 143            | 144            | 75             | 28             | 49             |                |
| <i>Percent of Civilian Labor Force rate used to determine if underrepresented groups met employment target.</i>                                  | 70             | 80             | 90             | 100            | 100            | 100            |
| Underrepresented groups of employees meeting target (checkmark indicates target met or exceeded)   |                |                |                |                |                |                |
| —Women   |                | x              | x              | x              |                |                |
| —Black   |                | x              | x              |                | x              |                |
| —Latino-Hispanic   |                |                |                |                |                |                |
| —Asian American/Pacific Islander   |                | x              |                |                |                |                |
| —American Indian/Alaskan Native  |                | x              |                |                |                |                |
| —Targeted disability   |                | x              | x              | x              | x              |                |

**Data source** Performance Measurement and Reporting System and semi-annual reports to the Archivist.

**Definitions** Applicant: Any U.S. citizen who submits a complete application in accordance with the instructions outlined in the job announcement; Underrepresented groups: groups of people tracked by the U.S. Equal Employment Opportunity



Commission: Minority groups (Black, Latino-Hispanic, Asian, Native Hawaiian/Pacific Islander, and American Indian/Alaskan Native); Women; People with Disabilities.

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**Long Range Performance Target 6.3 By 2016, public network applications are available 99 percent of the time.**

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- FY 09 Estimated Performance**
- Public network applications are available 98.84 percent of the time.
  - Award the NARA IT support services contract.
  - Determine strategy and develop Concept of Operations for integration and management of remote access for mobile users.
  - Update network capacity across the enterprise by increasing bandwidth.
  - Upgrade the telephone infrastructure.

**Outcome** NARA information and services are electronically accessible to the public 24 hours a day.

**Significance** Dramatic increases in computer interconnectivity, especially in the use of the Internet, continue to revolutionize the way our Government, our nation, and much of the world communicate and conduct business. Our customers expect information and services to be available when they need them. However, this widespread interconnectivity poses significant risks to the Government's computer systems and the critical operations they support. The speed and accessibility, as well as the other enormous benefits of the computer age, if not properly controlled, allow individuals and organizations to interfere with critical operations for mischievous or malicious purposes. Reliable performance and security of our public network applications is essential to ensuring that customer expectations for access to our information and services can be met. In addition to supporting public network applications, successful implementation and deployment of many NARA initiatives, including ERA, is dependent upon a robust, reliable, stable, scalable, and high performance technology infrastructure.

**Means and Strategies** NARA's fundamental strategic business goal as the national record keeper is to preserve and provide access to the records that document what the government does. NARA's Enterprise Architecture (EA) is an information technology blueprint that specifies how NARA will use information technology (IT) to support its strategic business goal. NARA is working to enforce the governance process related to its EA. It is the enforcement of the EA governance that will allow NARA to hold all IT projects accountable for EA compliance and alignment with the Federal Enterprise Architecture. Over the past several years we have focused on EA process improvement and worked to resolve some gaps that had been identified through GAO and OMB assessments and the agency-wide review of the EA work products. As a result, NARA's EA received an overall score of "green" from OMB in FY 2007 based on green scores in the Completion and Use categories.

The authenticity and reliability of our electronic records and information technology systems are only as good as our IT security infrastructure. We must ensure the security of our data and our systems or we risk undermining our agency's credibility and ability to carry out our mission and the Government's ability to document the results of and accountability for its programs. IT security becomes even more critical as we

increase our visibility through the implementation of electronic government initiatives that expand online services to the public. The more we increase electronic access to our services and records, the more vulnerable we potentially are to intrusions, viruses, privacy violations, fraud, and other abuses of our systems.

We have made significant progress in building and sustaining an ongoing, comprehensive IT security program that will ensure the integrity and safety of our data and systems. Today, IT security is an integral part of the architectural review process for all new project designs, NARA information systems are undergoing risk assessments and security certification so that they can be formally accredited for operation on the NARA network, and we have implemented a continuing security awareness and training program for employees. We continue to enhance perimeter defenses, access control, remote access, incident response capability, and system security configurations, and update them to be consistent with revised National Institute of Standards and Technology (NIST) guidelines. We refined our information system risk assessments and certifications, established an IT Security Risk Management Plan, updated our agency-wide IT security directive, and included the Security Architecture component in the Enterprise Architecture. The program was also strengthened by the creation of IT governance boards, which provide strong support for configuration management of IT systems that are in production and under development. Standardized configurations were adopted for a number of key operating systems, and network monitoring was enhanced through the deployment of an Intrusion Detection System. Classified IT systems were brought under centralized management control and NARA produced and tested a Disaster Recovery Plan. IT security will be a continuing priority in the foreseeable future as we rely more and more on our IT infrastructure to provide services to the public. It will also continue to receive close oversight by our Inspector General and their auditors.

**Key external factors** Constantly evolving hardware and software changes make it difficult to accommodate growth while ensuring the minimum performance levels on existing systems. In addition to the technical hurdles NARA faces in providing reliable support and services, new opportunities for strengthening the IT infrastructure from a security perspective may be introduced, which can affect the entire enterprise architecture.

**Verification and Validation**

| <i>Performance Data</i>  | <b>FY 2004</b> | <b>FY 2005</b> | <b>FY 2006</b> | <b>FY 2007</b> | <b>FY 2008</b> | <b>FY 2009</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| Percent of public network availability.  | 100            | 99.9           | 100            | 100            | 100            |                |
| <i>Performance target for percent availability of public applications.</i>             | 96.5           | 97             | 98.9           | 98.80          | 98.83          | 98.84          |
| Percent of public applications availability.   | 98.7           | 98.9           | 98.9           | 99.3           | 99.5           |                |
| Number of total hours that any public network application was unavailable.             | 1,047          | 923            | 830            | 504            | 424            |                |
| Number of visits to public applications (in millions).                                 | 4.4            | 6.6            | 6.7*           | 6.5*           | 8.8            |                |
| Cost per visit to public applications.   | \$0.29         | \$0.24         | \$0.27         | \$0.34         | \$0.40         |                |
| Percent of customer's highly satisfied with NARA helpdesk services (average for year). | —              | —              | —              | 65             | 83             |                |

\* This data is not reliable because it reflects bot invasions that we are now able to exclude from 2008 data.

***Milestones***

**FY 2004**

- Enterprise repository for NARA's Enterprise Architecture and associated IT documentation piloted.
- Improved agency-wide disaster recovery processes and mechanisms implemented.
- Telecommunications upgrade complete except for Atlanta and Archives I.

- FY 2005**
  - Physical security of NARA’s computer infrastructure at 50 percent of NARA locations upgraded.
  - Enterprise repository for NARA's Enterprise Architecture and associated IT documentation implemented.
  - Development of an enterprise-wide disaster recovery plan and an enterprise-wide continuity of operations plan completed.
  - Telecommunications upgrade completed.
  
- FY 2006**
  - Physical security of NARA’s computer infrastructure at remaining NARA locations upgraded.
  - Network operating system and agency e-mail system upgrade across NARA initiated.
  - NARA’s Enterprise Architecture received overall score of “green” from OMB.
  
- FY 2007**
  - Network operating system and agency e-mail system upgrade across NARA completed.
  
- FY 2008**
  - Recompete of Information Technology Support Services contract initiated.
  - Possible IT solutions for work-at-home to support Federal telework initiatives tested.
  
- FY 2009 Estimated**
  - Information Technology Support Services contract awarded.
  - Strategy and Concept of Operations for integration and management of remote access for mobile users developed.
  - Network capacity across the enterprise updated.
  - Telephone infrastructure upgraded.

**Data source** Performance Measurement and Reporting System and quarterly performance reports to the Archivist.  
NARANET: a collection of local area networks installed in 36 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.