

FISCAL YEAR 2013

ANNUAL PERFORMANCE PLAN



NATIONAL
ARCHIVES

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NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

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PREFACE

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 We fund grants to increase access to the nation's historical documents. 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 and the Office of Government Information Services, responsible for the review of agencies' FOIA administration practices and compliance with FOIA. 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, education, and grants 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*, re-issued in September 2009. 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 2012. It details the actions and outcomes that must occur in FY 2013 for us to move forward on meeting the goals and targets in our Strategic Plan. It reflects NARA's FY 2011 efforts to realign the agency, recognize efficiencies, and improve the way we support and deliver services to our customers. 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. The *2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's Budget* identifies the lower-priority program activities under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.” We received no aid from non-Federal parties in preparing this plan.

Following is a summary of the resources, by budget authority, we are requesting to meet our FY 2013 objectives. Our budget is linked to the performance goals in this plan.

Operating Expenses	\$355,154
Office of Inspector General	\$4,100
Repairs/Restorations	\$8,000
Grants	\$3,000
Total Budget Authority	\$370,254
Redemption of Debt	\$16,521
Total Appropriation	\$386,775
Total FTE	3,254

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 a balanced scorecard approach for tracking cycle times, quality, productivity, cost, and customer satisfaction for our products and services.

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

Our program management system (PROMT) is used to control 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 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 continuity of government, public trust, and the national morale. Whether publishing the *Federal Register*, protecting the critical records assets of Federal agencies nationwide, serving American's veterans, solving the challenge of preserving electronic information so it is readily accessible in the future 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's history and democratic ideals safe and secure. This performance plan is our FY 2013 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 2016, 50 percent of agencies achieve passing scores for compliance with Federal records management policy.

1.2 By 2016, 90 percent of customers are highly satisfied with NARA records management services.

1.3 By 2016, records management transactions serviced by the Federal Records Centers Program grow by 6 percent.

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.

Long Range Performance Target 1.1 By 2016, 50 percent of agencies achieve passing scores for compliance with Federal records management policy.

FY 12 Estimated Performance

- Agency self-assessment responses meet or exceed the response rate in FY 2011.
- 10 percent of agencies achieve a passing score for compliance in targeted areas of Federal records management.
- Conduct 2 records management inspections.

FY 13 Projected Performance

- Agency self-assessment responses meet or exceed the response rate in FY 2012.
- 15 percent of agencies achieve a passing score for compliance in targeted areas of Federal records management.
- Conduct 2 records management inspections.

Outcome Our work is based on the principles of open government. Our mission is uniquely aligned with the ideals found in the OPEN Government Directive, issued by the Obama Administration in December 2009. This Directive outlined the need for transformation in Government, where transparency, participation, and collaboration are the principles by which Government operates. We recognize that records management is key to the success of open government. We continue to work with agencies to ensure that they understand the effectiveness of their records management plans and programs. Our work with agencies directly supports our mission to ensure that important Federal Government records are available, accessible, and meet the needs of the agency, government, and citizens. Through oversight

activities, we will identify agencies' effectiveness in meeting statutory and regulatory requirements and identify the level of risk when these requirements are not met.

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 identify and 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, Federal Government actions, and the historical experience of our nation.

Means and Strategies The backbone of a transparent and open government is good records management. Our *Open Government Plan* outlines opportunities that now exist to operate more efficiently and effectively as we communicate and interact with our stakeholders, customers, and the public to gather information and seek input to solve records management issues. As part of our reorganization in FY 2011, we elevated the visibility and accountability of records management and established the position of Chief Records Officer (CRO) to lead records management throughout the Federal Government. Under the leadership of the CRO, NARA will develop guidance, assess Federal agency compliance with guidance and regulations, and work to improve the state of Federal records management programs in the agencies.

For several years, we have issued mandatory annual records management self-assessments to Federal agencies in response to an FY 2008 GAO audit report. In the report, GAO recommended that NARA exercise its statutory authority as defined in the Federal Records Act and implement oversight mechanisms to ensure that Federal records are not lost or destroyed. Since then, we developed a methodology and process for conducting records management oversight activities of Federal agencies and established mechanisms for reporting the results to Congress. Part of this methodology included annual agency self-assessments where we set out to routinely monitor and assess the state of Federal records management programs. By offering a self-assessment vehicle, agencies can use the data to improve their records management programs and NARA can develop strategies to improve Federal agency compliance with records management guidance and regulations.

Subsequent issuances of the survey included refinements that produced more consistent responses among agencies and reduced the amount of subjectivity. The result was a better understanding of the state of Federal records management in agencies and better insight of the inherent risks in preserving the permanent records of our Federal government. In FY 2011, we concentrated some of the questions on how well agencies monitor compliance with records management policies and directives, and the timely transfer of permanent records to NARA. The results illuminated the breadth of the problem. With 277 agencies polled in the self-assessment, only 10 percent fell into the low risk category. The data points out a continuing trend of agencies with moderate to high levels of risk in their Federal records management programs. We rely on agencies to use this data to improve their records management programs, and NARA will use the results in agency inspections.

As technology advances, we recognize the need to use new tools and resources to support the critical functions of Government. NARA's issuance of a report on Federal Web 2.0 use and guidance on managing records in cloud computing environments was our initial step in addressing newer technologies. Annually, we will refine our survey and build upon lessons learned in the prior year. Our goal is to continue to address ways to decrease the risks to Federal records and improve agency records management practices through inspections and agency self-assessments.

Presidential Memorandum, *Managing Government Records*, issued in early FY 2012 to Executive Departments and Agencies further emphasizes the urgency of effective records management. This memorandum marks the beginning of an executive branch-wide effort to reform records management policies and practices in the Federal government with specific emphasis on managing electronic records.

Key external factors Federal agencies must devote resources to perform records management. Federal agency managers must see records management as an asset for their business operations. Federal agencies must assign resources to perform regular self-assessments of records management compliance. Records management professionals must be trained in Federal records management policy.

Verification and Validation

<i>Performance Data</i>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of agencies who submit records management self-assessments to NARA.</i>		50	93	93	TBD
Percent of agencies who submit records management self-assessments to NARA.	91	93	89		
<i>Performance target for percent of agencies with passing scores for compliance with Federal records management policy.</i>	—	—	15	10	15
Percent of agencies achieving passing scores for compliance with Federal Records management policy.	22	6	10		

Milestones

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 (i.e. Recordkeeping Study and Flexible Scheduling Study) of Federal agencies completed.

FY 2009

- Survey results analyzed and additional advocacy and training strategies discussed.
- Methodology and process for conducting and reporting records management oversight activities developed.

FY 2010

- NARA's *Open Government Plan* issued.
- Agency self-assessment of their records management program conducted.
- One agency inspection conducted.
- Results of government-wide agency self-assessment analyzed.
- NARA Bulletin on *Developing Flexible Schedules* issued.
- *NARA's Electronic Records Project Summary Report for FY 2005 – FY 2009* issued.
- *FAQs About Managing Federal Records in Cloud Computing Environments* issued.
- Records Management study on Federal web 2.0 and social media use conducted.

FY 2011

- One inspection conducted.
- Agency self-assessment of their records management program conducted.
- Results of Government-wide agency self-assessment analyzed.
- Sufficiency of NARA's statutory authority to manage electronic records examined.

FY 2012 Estimated

- Agency self-assessment of their records management program conducted.
- Two agency inspections conducted.

- Presidential Memorandum, *Managing Government Records*, issued.

FY 2013 Projected

- Agency self-assessment of their records management program conducted.
- Two agency inspections conducted.

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

Long Range Performance Target 1.2 By 2016, 90 percent of customers are highly satisfied with NARA records management services.

FY 12 Estimated Performance

- 90 percent of Federal agency customers are highly satisfied with NARA records management services.
- Increase by 25 percent the number of distance learning course offerings.
- Reduce by 5 percent the backlog of open schedules registered prior to FY 2010.

FY 13 Projected Performance

- 90 percent of Federal agency customers are highly satisfied with NARA records management services.
- Increase by 10 percent the number of distance learning course offerings.
- Reduce by 10 percent the backlog of open schedules registered prior to FY 2011.

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. In this digital era, NARA will expand the way it tackles key records management challenges by implementing the tenets of open government as we work collaboratively with our customers and partners to improve communication and transparency in the Federal Government.

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 records management 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. We value their input and request feedback on their satisfaction with NARA’s records management services, including scheduling and appraisal services, electronic records guidance, and records management training services.

In FY 2011, NARA underwent a reorganization to become a more nimble and responsive organization. NARA’s reorganization revolved around being a *customer-focused* organization—one of our six transformational goals. Customer satisfaction is key to the success of NARA’s transformation and crucial to the records management services NARA provides. We provide guidance, training, and assistance throughout the Government to support agencies’ business needs and embed records management in the agencies’ business processes and systems.

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 was the development of the Electronic Records Archives, an application that supports the scheduling and accessioning of Federal records. We successfully achieved initial operating capability of ERA in FY 2008 and have released several major enhancements since that time. Concerted efforts to push Federal agency user adoption by the end of FY 2012 will create the user base needed to understand user satisfaction with ERA. Feedback on ease of use in areas such as schedule submissions and records transfers will provide the needed barometer to adequately gauge our level of success in terms of customer satisfaction and routine use of the tool. Assessing user satisfaction will help us identify needed improvements that will make it easier for agencies to develop records schedules that comply with all applicable rules, submit them to NARA for approval online, and then for NARA to accession the records covered by those schedules, ensuring that essential documentation of the Federal Government is not lost.

NARA Records Management Training provides a curriculum designed to enhance and improve the knowledge and skills of Federal records managers. We recognize that ongoing records management training is an integral part of effective records management. Unfortunately, time commitments, travel limitations, and budgetary restrictions often prevent Federal government employees and contractors from participation in face-to-face classroom instruction. In FY 2013 we will begin transitioning our current face-to-face course-load to an internet-based approach, using an approach to learning that will incorporate both self-paced and scheduled elements.

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

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Percent of Federal agency customers that are satisfied with NARA records management services.</i>	—	85	—	—	90	—
Percent of Federal agency customers that are satisfied with NARA records management services.	81	81	—	—		
Percent of records management training participants taking a NARA records management course for the first time.	39	63	36	34		
Number of records management training participants who are taking a NARA records management course for the first time.	2,524	7,625	2,619	1,648		

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent increase in the number of distance learning course offerings.</i>	—	—	5	5	25	10
Percent increase in the number of distance learning course offerings.	—	—	133	-68		
Number of Federal agency staff receiving NARA training in records management and electronic records management.	6,422	12,114	7,233	4,901		
Number of records management training participants that NARA certified this year.	310	242	282	299		
Median time for records schedule items completed (in calendar days).	291	307	285	709		
Average age of schedule items completed (in calendar days).	443	416	438	935		
Number of schedule items completed.	3,148	3,248	3,673	4,168		
<i>Performance target for percent decrease in the number of open schedules two years old or older.</i>	—	—	—	—	5	10
Percent decrease in the number of open schedules two years old or older.	—	—	—	—		
Number of open schedules in the backlog.	500	955	874	711		

Milestones

FY 2008

- Effectiveness of flexible schedules for agencies and NARA assessed.

FY 2009

- Customer Satisfaction Survey issued.
- Distance learning techniques to expand customer base selected.

FY 2010

- Approved agency records schedules from 1973 to present digitized and posted.

FY 2012 Estimated

- At least two courses revised to reflect new NARA initiatives (e.g. ARCIS, ERA).
- Skill needs analysis of customer agencies conducted.
- Customer Satisfaction Survey issued and results analyzed.

FY 2013 Projected

- Conversion of knowledge area classes to online delivery initiated.

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.

Long Range Performance Target 1.3 By 2016, records management transactions serviced by the Federal Records Centers Program grows by 6 percent.

FY 12 Estimated Performance

- Increase number of records management transactions serviced by FRCP by 1 percentage point.
- Make ready 98 percent of Federal agency reference requests within the promised time.
- Answer 85 percent of written requests to the National Personnel Records Center within 10 working days.
- Achieve 88 percent customer satisfaction at NPRC.
- Answer 85 percent of requests for military personnel records in

10 working days or less.

- Implement Increment 5 of ARCIS at Federal Records Centers.

FY 13 Projected Performance

- Increase number of records management transactions serviced by FRCP by 1 percentage point.
- Make ready 95 percent of Federal agency reference requests within the promised time.
- Answer 85 percent of written requests to the National Personnel Records Center within 10 working days.
- Achieve 89 percent customer satisfaction at NPRC.
- Answer 85 percent of requests for military personnel records in 10 working days or less.
- Implement Customer Relationship Management Software for FRCP.

Outcome The outcome of our actions is that we provide superb service and customer-responsive solutions 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 Centers Program (FRCP) 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 Federal records are created and managed in electronic formats, NARA is responding by focusing on customer requirements and 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. We will continue to test the delivery and assess customer satisfaction of new services for electronic records, including digitizing records into electronic formats, storage of agencies' electronic records on media, and remote servicing of electronic records, for example, electronic Official Military Personnel Files (OMPF). As we work to expand business to new and existing customers by providing targeted products and services, we will develop strategies to address marketing electronic Federal Records Center services and records management consulting services; and we will enhance the efficiency of operating procedures, and train our sales force in introduction of new products. We will implement Customer Relationship Management software as a way to holistically approach understanding and solving records management issues of agencies as well as further understanding the business needs of customers.

In FY 2010, we completed deployment of the Archives and Records Center Information System (ARCIS) throughout NARA’s regional facilities. This system replaced mainframe-based systems that had been operational for more than 20 years. Most importantly, these systems no longer supported the new FRCP reimbursable financial environment. ARCIS provides robust inventory and space management for more than 27 million cubic feet of records through a web-based application for all FRCP business transactions. ARCIS enables Federal agencies to better manage records throughout the records lifecycle, enables the FRCP to better measure all facets of FRCP performance, and will provide asset management and billing functionality.

Increment 4 of ARCIS, developed in FY 2011, included enhancements to the customer portal such as record transfer capability, user management functionality, and access control. In addition, workflow engineering (i.e. the creation, submission, and approval of transfer requests), can be accomplished through ARCIS. In FY 2012, Increment 5 will address bulk load customer upload requests and additional enhancements to workflow engineering, integration with billing, and integration of retrieval tools for military and civilian personnel and medical records in the National Personnel Records Center in St. Louis.

In FY 2013, we plan to deploy a Customer Relationship Management tool to manage and track customer interaction with NARA’s FRCP. The tool will also manage and track interagency agreements and share sales and communication efforts throughout our national program.

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

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percentage point of records management transactions growth in the Federal Records Centers.</i>	—	—	1	1	1	1
Percent of records management transactions growth in the Federal Records Centers.	—	—	2.3	0.7		
<i>Performance target for percent of customers satisfied with NPRC services.</i>	—	<i>Establish baseline</i>	87	88	88	89
Percent of customers satisfied with NPRC services.	—	85	89	95		
<i>Performance target for percent of Federal agency reference requests ready within the promised time.</i>	96	97	97	98	98	95
Percent of Federal agency reference requests ready within the promised time.	93	94	97	95		
<i>Performance target for customers with appointments for whom records are waiting at the appointed time.</i>	99	99	99	99	—	—
Percent of customers with appointments for whom records are waiting at the appointed time.	99.9	99.9	99.8	100		
<i>Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.</i>	75	80	80	80	85	85
Percent of written requests to the NPRC answered within 10 working days.	74	69	69	78		
Number of written requests to the NPRC answered within 10 working days (in thousands).	854	845	908	710		
Number of written requests for civilian records to the NPRC answered within 10 working days (in thousands).	167	94	76	19		

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of written requests for military records to the NPRC answered within 10 working days (in thousands).	687	751	833	691		
Number of written requests to the NPRC answered (in thousands).	1,149	1,221	1,319	913		
<i>Performance target for percent of requests for military personnel records answered in 10 working days or less (High Priority Goal).</i>			—	85	85	85
Percent of requests for military personnel records answered in 10 working days or less.	72	70	70	78		
<i>Performance target for (average) number of working days to respond to requests for military personnel records.</i>	—	—	15	10	10	10
(Average) Number of working days to respond to request for military personnel records.	11.8	17.5	17.4	11.9		
(Average) Number of working days to respond to request for civilian personnel records.	7.5	9.9	10.5	9.7		
<i>Performance target for requests for military service separation records at the NPRC answered within 10 working days.</i>	—	—	—	—	—	
Percent of requests for military service separation records at the NPRC answered within 10 working days.	95	95	94	94		
Number of military service separation records (DD-214) requests answered in 10 working days (in thousands).	483	546	523	361		
Average price per request for military service separation records.	\$30.10	\$31.70	\$31.70	\$33.00		

Milestones

FY 2009

- 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.

FY 2010

- ARCIS Reporting capabilities improved and customer portal enhanced.
- eFRC Business Case completed and deployment decision reached.

FY 2011

- Customer portal in ARCIS expanded to include records transfer, user management, and access control capabilities.

FY 2012 Estimated

- *Case Management and Reporting System (CMRS)* upgraded.
- NPRC's registry files migrated into ARCIS and integrated with CMRS.

FY 2013 Projected

- Customer relationship management software for FRCP deployed.

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

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.

FY 12 Estimated Performance • Reference Long Range Performance Target 2.2 for future milestones.

FY 13 Projected Performance • Reference Long Range Performance Target 2.2 for future milestones.

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 20th, we 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.

In FY 2009, we successfully executed the move of the Bush Administration Presidential and Vice Presidential material to NARA. The Bush Administration transferred to NARA more than 60 million pages of textual records 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 worked 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 provided 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.

Early staffing is key to 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.

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

Verification and Validation

Milestones

FY 2007

- Five staff (4 archivists and 1 registrar) hired for George W. Bush Presidential Library.

FY 2008

- Additional staff to support preparation and move of George W. Bush Administration records hired.
- Leased space for temporary storage of George W. Bush Administration records procured.
- Inventories or other information about Presidential and Vice Presidential traditional and 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

- Temporary facility for George W. Bush Administration records occupied.
- 100 percent of George W. Bush Administration Presidential and Vice Presidential records and artifacts transferred to NARA.
- Additional staff and 1 Director hired for George W. Bush Library.

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.

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

- Long Range Performance Targets**
- 2.1 By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.
 - 2.2 By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.
 - 2.3 By 2016, 90 percent of agency declassification programs earn high scores from ISOO.
 - 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 13526.
 - 2.5 By 2016, 100 percent of archival holdings are stored in appropriate space.
 - 2.6 By 2014, 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.

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

- FY 12 Estimated Performance**
- 30 percent of targeted archival records transfers arrive at NARA on time.
 - Identify and schedule 10 percent more Federal agency electronic records and systems than were scheduled in FY 2011.
- FY 13 Projected Performance**
- 35 percent of targeted archival records transfers arrive at NARA on time.

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

sufficient, resulting in a Federal records management approach that is not well integrated into agency business processes, 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. We must instill the importance of transferring to NARA all permanent records, regardless of format, according to their disposition authority and transfer instructions, e.g. when they are eligible to transfer, to minimize loss of Federal records protecting our rights as citizens, demonstrating our government's accountability, and preserving information of historical relevance.

Means and Strategies We focus 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. With the volume of these records, as well as the number and variety of formats increasing every year, we are challenged with developing timely guidance and ensuring Federal agency compliance with guidance and regulations. We will continue to monitor trends to understand the needs of Federal agencies and how we can improve the timeliness of records transfers to NARA.

By increasing our communications and targeting records at risk of not being managed effectively, we realized ancillary benefits such as increased transfer rates for non-targeted archival records in FY 2011. These results have led us to expand efforts beyond a selection of Federal agencies and to work to ensure that all agencies transfer their permanent records to NARA according to the terms of their records schedules. We will encourage agencies to use ERA and where feasible, to ingest permanent electronic records directly into ERA. Our staff will target an increased number of disposition authorities with records eligible for transfer. In FY 2012 and FY 2013, we will continue to monitor trends and work with agencies to increase the volume of electronic records scheduled while also developing new strategies and approaches for promoting awareness in agencies of scheduling and transfer options. With approaches such as the pre-accessioning of electronic records into NARA, we can avoid the loss of records that may occur with lengthy agency retention.

Key external factors Federal agencies must schedule their records. To know whether records are transferred "on time," records schedules must have deterministic transfer instructions that indicate the year of expected transfer. This is frequently not the case with media neutral and big bucket schedules. Agencies must agree to transfer their permanently valuable records to NARA. Federal agencies must implement Federal electronic records management standards issued by NARA.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of targeted archival records transfers arriving at NARA on time.</i>	10	20	30	40	30	35
Percent of transfers of targeted archival records arriving at NARA on time.		21	27	19		
Percent of transfers of targeted traditional archival records arriving at NARA on time.		6	24	19		
Percent of targeted disposition authorities with electronic archival records arriving at NARA on time.	40	44	35	26		
<i>Performance target for percent increase in number of Federal agency electronic records series or systems scheduled than prior year.</i>	—	10	10	10	10	—
Percent increase in number of Federal agency	—	60	3	26		

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
electronic records series or systems scheduled than prior year.*						
Number of Federal agency electronic records series or systems scheduled.	496	794	820	1,031		

*The methodology for calculating agency electronic records series or systems changed during FY 2008 based on the issuance of Media Neutral guidance and the use of General Records Schedule (GRS) 20 to cover associated inputs, outputs and documentation related to agency electronic records series or systems.

Milestones

FY 2012

- Study to assess the risk of not reducing the scheduling backlog conducted.

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. Disposition Authority: A disposition authority is the same as a schedule item. It identifies a collection of records that are logically related and have the same disposition rules. One disposition authority can support many transfers to NARA over many years.

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 12 Estimated Performance

- Process 60 percent of archival holdings to the point where researchers can have efficient access to them.

FY 13 Projected Performance

- Process 65 percent of archival holdings 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 and physical control, and flagging records that have privacy issues, national security classification, or other restrictions or exemptions. It also includes providing descriptions of the records content, if necessary to understand the context in which the records were created, evaluating and recording condition (i.e. risk assessment), and performing essential preservation actions 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 business process to increase processing efficiency, we reassigned staff to processing, and we implemented processing plans customized to some archives locations, to ensure that we eliminate our backlog while continuing to process incoming records.

We recognize that the increase of accessioned records has placed stress on NARA’s archival workforce. NARA must develop an archival staff able to handle the increasingly complex workload ranging from traditional paper documents more than 100 years old to state-of-the-art electronic records. While many experienced archivists retired or were eligible for retirement, in FY 2009 and 2010, we hired new archivists with the technical skills, organizational competencies, and knowledge needed to address our increasing workload. We assigned them to NARA’s archival development program (ADP) where, based on policy from the Office of Personnel Management (OPM), archivists are required to have 160 hours of training over the two year period of their program. The ADP focused on four core areas designed to give the archivists the skills they need to succeed. Two courses— Orientation Basics and Archival Concepts— provided detailed information on all aspects of processing archival records at NARA. In addition, the vast volume of Presidential electronic records in our holdings presents a number of archival and technical challenges as we work to make these records available to the public. As we train new archivists and identify ways to streamline processing, we are working to ensure that our archivists have the technical capabilities required to review electronic records and make them available for online public access. In addition, we are exploring ways to engage citizens in adding descriptions to NARA holdings through social media tagging.

We received approval by the representatives of former Presidents and the incumbent President which authorizes NARA to publish notification of our intent to release any Presidential or Vice Presidential records before our actual review. This notification is traditionally required following NARA review. With this approval, NARA was able to open 8.5 million pages of Reagan and Bush Libraries at one time.

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 and the need to review records page by page.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of archival holdings that have been processed to the point where researchers can have efficient access to them.</i>	30	40	50	55	60	65
Percent of archival holdings that have been processed to the point where researchers can have efficient access to them.	30	41	47	53		

Milestones

- FY 2008**
 - Processing efficiencies in Presidential Libraries and regional archives studied.
- FY 2009**
 - Additional staff in Presidential Libraries dedicated to processing hired.
 - Processing backlog elimination plans in regional archives implemented.
- FY 2010**
 - New archival staff for processing Presidential records trained.
 - Additional archival staff hired.
- FY 2011 Estimated**
 - Additional archival staff hired.

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

Long Range Performance Target 2.3 By 2016, 90 percent of agency declassification programs earn high scores from ISOO.

FY 12 Estimated Performance • Achieve 90 percent or higher rate of agency declassification programs receiving high scores as assessed by ISOO.

FY 13 Projected Performance • Sustain 90 percent or higher rate of agency declassification programs receiving high scores as assessed by ISOO.

Outcome Records are properly exempted, referred, or declassified under the automatic declassification provisions of the Executive Order 13526, entitled “Classified National Security Information.”

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-site reviews to assess those programs. An important component of the security classification program is declassification, in particular the automatic declassification program.

Means and Strategies Through collaborative exchanges with agencies, policy clarification, education and training, and increased oversight, ISOO will seek to enhance the efficiency and effectiveness of the declassification program.

Increased oversight takes place through assessments of agency declassification programs. We conduct reviews of declassification programs to examine the declassification aspects of an executive branch agency’s security classification program to determine whether an agency has met the requirements established by the President. The review assesses 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. The specific results of a review, along with any appropriate recommendations for improvement, will be reported to the agency’s senior agency official and will be reported generally in our reports to the President.

Our additional efforts to interact with agencies on declassification issues, clarify declassification policy, support declassification education and training and other oversight efforts concerning declassification in FY 2013 will be determined in large measure by the findings of our FY 2011 and FY 2012 annual declassification assessments. Agencies scoring low in initial reviews benefit from our assistance in addressing deficient areas and have shown significant improvements in subsequent reviews.

Key external factors Agencies’ cooperation is essential to identifying the records subject to automatic declassification, impediments to meeting the new deadline, and solutions to these impediments. Agencies will focus their review efforts at meeting the December 31, 2013, deadline for Executive Order 13526.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of agency declassification reviews that receive high scores as assessed by ISOO.</i>	<i>Establish baseline</i>	51	69	80	90	90
Percent of agency declassification reviews that receive high scores as assessed by ISOO.	36	53	67	81		

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of agency declassification reviews that receive high scores as assessed by ISOO.	8	10	10	13		
Number of agency declassification reviews assessed by ISOO.	22	19	15	16		

Milestones

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

- Agencies with substantial declassification review programs assessed.
- Recommendations for declassification programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

FY 2010

- Issuance of new declassification policy through E.O. 13526 and revision of 32 CFR Part 2001.
- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

FY 2011

- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

FY 2012 Estimated

- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

FY 2013 Projected

- Declassification reviews on at least 25 percent of agencies assessed with substantial declassification review programs conducted.
- Declassification reviews on a statistical sample of records processed through the National Declassification Center conducted.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

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

Long Range Performance Target 2.4 By 2016, archival holdings of 25-years-old or older records are declassified, exempted, or referred under the provisions of Executive Order 13526.

FY 12 Estimated Performance

- Complete quality assurance in the NDC on 251 million pages of classified documents 25 years old and older and accessioned into NARA (Note: cumulative target beginning in Jan 2010).
- Scan 700,000 pages of Presidential records eligible for declassification review as part of the Remote Archives Capture project.

FY 13 Projected Performance

- Complete quality assurance in the NDC on 391 million pages of classified documents 25 years old and older and accessioned into NARA (Note: cumulative target beginning in Jan 2010).
- Scan 1,500,000 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 while maintaining national security.

Significance Executive Order 13526, signed on December 29, 2009, requires the declassification of material 25 years old unless specifically exempt. The Government protects millions of classified documents at great expense, including a backlog of 418 million pages of Federal records in our Washington, DC, area facilities at the beginning of January 2010. In addition, we have 38 million pages of classified records in our holdings in the 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.

With the issuance of E.O. 13526, NARA was given a leadership role in promoting collaboration, standardization of data, bringing together disparate declassification processes and systems within the declassification community through the establishment of the National Declassification Center. In addition, the Presidential Libraries has a major ongoing project to review classified documents in its holdings under its Remotes Archives Capture (RAC) project.

Means and Strategies NARA's National Declassification Center (NDC) has strengthened their business processes during FY 2011. Working with other government agencies in FY 2010, we improved these processes under the initial guidance of the Lean Six Sigma program to improve the efficiency of the quality review and referral process.

NARA retains physical and intellectual control of the records. We prioritize the order in which referrals are processed so as to deal with records of high research interest in a timely manner. The NDC has standardized the method for recording agency decisions. This change ensures that when the NDC staff process the records for release or exemption, the agency determination will be clearly understood and NARA will avoid inadvertent releases of sensitive information. These process improvements are designed to provide the public with as many declassified records in the shortest time possible while maintaining national security.

During FY 2011, the NDC also developed a new process for interagency declassification review and processing of special media. We also began designing a process for the review and release of the electronic records currently accessioned to NARA.

The Presidential Memorandum associated with this Executive Order established a December 31, 2013, deadline for the treatment of all 418 million pages reported in the NARA backlog as of January 2010. Since the mandate, we have improved our database analysis and metrics capability and believe the original backlog was closer to 390 million pages in January 2010. This backlog consists of the following: documents that have had one or more reviews by the original or equity-holding agencies, whose reviewers may not have had the training or experience necessary to accurately identify other government agency information; documents that may not have been reviewed for Restricted or Formerly Restricted Data (RD/FRD) required under the Kyl-Lott amendment; or collections without the proper documentation ensuring they were reviewed for RD/FRD. Kyl-Lott allows the Department of Energy to audit records to ensure that highly sensitive RD/FRD is properly protected.

One of our greatest challenges is the limited number of resources to address the identification of RD/FRD required by Kyl-Lott in nearly half of the remaining records within the backlog. Due to the technical complexities of these records, page-level reviews are required to meet Kyl-Lott certification requirements. In FY 2011 and continuing in FY 2012, we are working with agency partners to establish interagency teams to facilitate this process.

To ensure that records released to the public have been properly declassified, the NDC has established Evaluation Teams and Interagency Quality Assurance Teams consisting of representatives from the major classifying agencies. These teams assess the quality of past reviews and the potential sensitivity of the records. The teams will pass records to the interagency referral center (IRC) if satisfied with the quality, schedule records for re-sampling, send the records to a remediation team if there are too many problems, or send records to final declassification processing for public release.

The results of the quality assurance program indicate that the quality of initial agency reviews severely impacts the processing of records for the IRC. NARA is working with the agencies to develop standard equity recognition training and a certification program for declassification reviewers.

In FY 2011, we explored development, upgrades, and expansion of two of our information technology systems—the Archival Declassification system (i.e. ADRRES) and the Review Redaction system. The ability to provide information technology support that will enable access to digitized records, both born digital and those scanned into a redaction environment, will provide the security required for these documents as well as offer the data needed to track them from accessioning to public availability. Future efforts must allow interaction with the classified instance of ERA to provide redaction review, equity referral, and as necessary, proper exemption of the millions of pages of electronic records that will be accessioned to NARA in the near future.

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 twenty-five-year-old documents that cannot be systematically reviewed by the Presidential Libraries. The purpose of this program is to put all classified Presidential materials in a digital format, which can then be transferred back to Washington, D.C. Once in Washington, the digital images are made available to the primary classifying agency for review and declassification of its 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 13526 will be a significant challenge at the Reagan Library where the Library has approximately 8 million pages of textual classified Presidential records. In addition, there are approximately 500,000 pages of classified Vice Presidential records at the George H.W. Bush Library. This represents more classified pages than all of the previous Presidential Libraries combined. In the past five years, the RAC project scanned records at the Reagan Library; however, more than 4 million pages of Reagan Presidential and George H.W. Bush records remain for scanning into the RAC project prior to 2014.

Key external factors National security concerns may divert resources from declassification efforts or lead to the withholding of additional records.

We continue to devote resources to assist the Department of Energy (DOE) in surveying and auditing records to ensure that no RD/FRD is inadvertently released. Lack of consistent data, that is, issues with locating records and developing a consistent error-free inventory of all the records, impacts the availability of the records for declassification processing and continuing proper exemption or ultimate release. In addition, we are reliant upon affected agencies to adequately support all the review processes. Finally, we must have sufficient secure space available for all referral review.

Technical support by the CIA is imperative if we are to enable the review of Presidential Library documents by other agencies. Agencies must conduct reviews of their equities in the scanned documents before the 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 NDC targets are based on meeting the mandatory 2013 deadline established under Executive Order 13526; however, any reductions to resources will impact our ability to meet these deadlines.

The Presidential Libraries will not meet the referral deadline for 25 year old records of Executive Order 13526 with current levels of funding.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Backlog of pages of Federal records eligible for declassification review at start of year (in thousands of pages).*	420,050	417,098	417,917*	430,595		
Backlog of pages of Presidential materials at start of year (in thousands of pages).	218	127	127	14,173		
<i>Performance target for the number of pages of classified documents 25 years old and older and accessioned into NARA completing declassification processing in the National Declassification Center (NDC) (in thousands).</i>	—	11,000	12,100	100,000	125,000	125,000
Annual number of Federal pages declassified and released to open shelves (in thousands).	260	12,986	8,681	18,779		
Annual number of Presidential pages declassified (in thousands).	80	198	305	107		
<i>Performance target for annual number of Presidential pages scanned (in thousands).</i>	500	500	500	500	700	1,500
Annual number of Presidential pages scanned (in thousands).	519	545	531	831		

* For FY 2010 data and beyond, the start of year backlog is based on the backlog beginning January 1, 2010, in response to

Executive Order 13526, issued December 29, 2009. It excludes additional classified records received since then.

Milestones

- 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.
- FY 2010**
- The National Declassification Center established by Executive Order 13526.
 - Prioritization Plan that established priorities for declassification and interagency referral review disseminated to public and historical community for input.
 - NDC website and blog to provide timely information to the public established.
 - NDC Open Forum hosted by the Archivist of the United States.
- FY 2011**
- Approximately 500,000 pages of classified Reagan Presidential records for declassification review by equity holding agencies scanned.
 - National Declassification Center in operation at National Archives in College Park.
 - Declassification processing of a cumulative 100 million pages of 25 year old or older classified Federal records accessioned into NARA completed.
 - Study to define NDC's IT needs (i.e. whether classified instance of HMS, ADRES, or ERA) conducted.
- FY 2012 Estimated**
- Approximately 700,000 pages of classified Reagan Presidential records for declassification review by equity holding agencies scanned.
 - Declassification processing of 150 million pages of 25 year old or older classified Federal records accessioned into NARA completed.
- FY 2013 Projected**
- Approximately 1,500,000 pages of classified Reagan Presidential records for declassification review by equity holding agencies scanned.
 - Declassification processing of remaining pages from January, 2010, backlog of 25 year old or older classified Federal records accessioned into NARA completed.

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.

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

- FY 12 Estimated Performance**
- Complete first phase of Roosevelt Library renovation.
 - Award contract for second phase of Roosevelt Library renovation.
 - Complete construction of Kennedy Library addition and renovation.
 - Complete move of records from St. Louis-area facilities to National Personnel Records Center facility.
 - Complete National Archives Experience Phase II renovations to the research center.

- 88 percent of archival holdings are in NARA 1571 compliant space. (High Priority Goal)

FY 13 Projected Performance

- Complete 50 percent of Roosevelt Library renovation.
- Complete construction of George W. Bush Library.
- Complete National Archives Experience Phase II renovations to the exhibit hall.
- 90 percent of archival holdings are in NARA 1571 compliant space. (High Priority Goal)

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 facilities—the National Archives Building, the National Archives at College Park, 13 Presidential Libraries and Museums, and the 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.

The National Archives Experience Phase II is a project to create space for a new exhibit gallery at the National Archives Building in Washington, DC. In FY 2012, we will complete the infrastructure needed to house exhibits in this new exhibit gallery, *Freedom Hall*. This gallery will create the opportunity for visitors to connect our country’s 18th century struggle for liberty with our world today. Visitors will travel through “*The Pursuit*” and encounter displays such as the *Magna Carta*, with accompanying computer interactives; and original documents that tie the Declaration, Constitution and Bill of Rights to our subsequent national history. The gallery will also feature a “*Struggles for Freedom*” exhibit that provides a documentary record of struggles fought for full participation in our democracy.

The National Archives Experience Phase II renovation will also greatly enhance the access and flow for the more than one million visitors that experience the NARA exhibits each year. The current visitor entrance was designed before September 11, 2001. Security and screening checkpoints implemented after that time to increase security, create bottlenecks in the visitor flow pattern, resulting in more than two-hour wait times for visitors to enter and view the *Charters of Freedom*. The proposed changes will make

our exhibits more inclusive, clarify where visitors need to go to explore our holdings and reduce the barriers to direct participation by visitors in the research process. With ongoing renovations in FY 2012 and FY 2013, we expect to significantly improve the experience of our visitors.

Our state-of-the-art facility in College Park, Maryland, the renovated National Archives Building in Washington, DC, and the archives facility in Atlanta provide appropriate storage conditions for the archival headquarters records of most Federal agencies. However, many of our other facilities require environmental and storage improvements. Several of our twelve leased regional facilities have severe quality problems, including backlogs of needed repairs and renovations and, in some cases, removal of records from their current location to better space is required. Existing Presidential Libraries need upgrades in environmental conditions, several need additional storage space, and many require improvements in information technology and telecommunications capabilities.

In FY 2012, we plan to move archival operations and records storage out of non-compliant space in New York City, NY. Under this plan, the archives' public functions and a small amount of archival records storage will move into the renovated Customs House facility in lower Manhattan. The majority of the archival records will move to a new archival storage bay being built at the Federal Records Center in Philadelphia, PA. Available in FY 2012, this new archival bay will also store the majority of archival records currently stored in non-compliant space in the archives in downtown Philadelphia.

The National Personnel Records Center (NPRC) is the largest NARA operation outside the Washington, DC, housing more than 4 million cubic feet of military personnel records and civilian personnel records. Many of these records were housed in substandard storage facilities. We moved in our new GSA-leased facility for temporary records, the National Personnel Records Center Annex in Valmeyer, IL, after its completion in FY 2009. We completed the move of temporary holdings slated for storage in the NPRC Annex in FY 2011. Our second facility, designed to house NPRC's archival and permanent holdings, was completed in FY 2011. The move of permanent and archival records to this newest NPRC in St. Louis County is scheduled for completion by the end of FY 2012. The new NPRC will house more than 2 million cubic feet of permanent archival records in accordance with NARA archival storage standards 1571.

The renovation of the aging Franklin D. Roosevelt Library will provide environmentally appropriate, safe and secure space for the long-term care of archival and artifact collections. The renovation will also improve conditions for the staff, researchers, and visitors and help maximize productivity and enjoyment of the facility as a place for work and research. In FY 2010 NARA began general site work to support new mechanical and electrical equipment. NARA also began renovating holdings storage rooms and the research room to enhance security and productivity. We awarded the construction contract for the second phase in early FY 2012. Completion of the first phase of renovation will occur in FY 2012. Phase 2 on site renovation will begin after the completion of Phase 1 renovation work.

We had reached the limits of storage capacity at our John F. Kennedy Library. Large volumes of accessioned materials over the years have created overcrowded conditions. The new wing at the Library will alleviate this problem. Construction of the new wing is complete and occupancy began in FY 2011. We expect to complete the move of artifacts from off-site storage back to the Library in FY 2012.

The Dwight D. Eisenhower Library has not had a major renovation since it opened in the mid-1960s. Additionally, preservation requirements have changed since the time of the original construction. The Library complex needs a major renovation to bring each of the buildings up to current standards. Our plans are to take advantage of the fact that there are multiple buildings, and phase the renovation work building by building over two fiscal years.

In FY 2010, NARA performed an updated comprehensive space planning study for the Lyndon B. Johnson Library that documented the need for substantial changes to the building to improve the space utilization and efficiency of the facility since its original 1971 layout. The Library has not had a major renovation since its dedication in 1971. Based on results analyzed from building condition reports, this aging facility is in need of major repairs.

The Ronald Reagan Library was constructed in 1991. While NARA added the Presidential Learning Center to the building in 2003, many systems within the remainder of the building will reach the end of their service life after 25 years and will require a major renovation. Currently, NARA is working to replace the HVAC equipment.

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>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>(High Priority Goal): Performance target for percent of NARA archival holdings in appropriate space. Target 85% by FY 2012)</i>	—	—	—	—	85	85
Percent of NARA archival holdings in appropriate space.	73	70	71	78		
Number of archival traditional holdings (in thousands of cubic feet).	3,729	3,937	4,043	4,170		
Percent of artifact holdings in appropriate space.	40	37	40	40		
Number of artifact holdings (in thousands).	582	628	600	597		
Percent of electronic holdings in appropriate space.	100	100	100	100		
Number of electronic holdings in appropriate space (in millions of logical data records).	5,523	6,704	6,944	7,145		
Number of electronic holdings in appropriate space (in terabytes).*	—	—	110	145		
<i>Performance target for cost of compliant archival storage space per cubic foot of traditional holdings stored (adjusted for inflation).</i>	<i>\$5.84</i>	<i>\$6.06</i>	<i>\$5.84</i>	<i>\$5.90</i>	<i>TBD</i>	<i>TBD</i>
Cost of archival storage space per cubic feet of traditional holdings stored.	\$5.85	\$5.83	\$6.16	\$7.19		

*Volume is being reported in tebibytes (TiB), the traditional IT industry meaning for “terabyte” that includes 1024⁴ bytes.

Milestones

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

- Design for phase I of Roosevelt Library renovation completed.
- Site work contract for Kennedy Library expansion awarded.
- Sprinkler upgrades completed and construction contract for mechanical improvements at Eisenhower Library awarded.
- Construction contract for Carter Library awarded and mechanical improvements completed.
- Design of 1571 improvements for Waltham and San Bruno completed.

FY 2010

- National Archives Building flood prevention measures completed.
- Portion of construction work for first phase of Roosevelt Library renovation completed.
- Design for phase II of Roosevelt Library renovation completed.
- Mechanical improvements at the Eisenhower Library completed.

- Construction for Nixon Library expansion completed.
- Design for Bush 43 Library completed.
- Ground breaking for new National Personnel Records Center completed.
- Design of 1571 improvements for Chicago and Seattle completed.
- Construction of 1571 improvements for Waltham completed.
- Design for archival storage space at Philadelphia FRC completed.

FY 2011

- Construction contract for phase II of Roosevelt Library renovation awarded.
- Move of classified holdings to expanded Nixon Library completed.
- Construction of Bush 43 Library monitored and in progress.
- Construction of Kennedy Library addition completed.
- National Personnel Records Center facility opened for occupancy.
- Construction of 1571 compliant archival storage space at Market Street in Philadelphia completed.
- Design for renovation of space in the Alexander Hamilton U.S. Custom House completed.
- Holdings Protection Program implemented.

FY 2012 Estimated

- Construction for first phase of Roosevelt Library renovation completed.
- Construction of second phase of Roosevelt Library renovation monitored.
- Construction of 1571 improvements for Chicago, San Bruno, and Seattle completed.
- Construction of Bush 43 Library monitored.
- Move of archival holdings from the St. Louis-area facilities to National Personnel Records Center facility completed.
- Construction of archival storage space at Philadelphia FRC completed.
- Move of artifacts from off-site storage to Kennedy Library completed.
- Construction contract for Reagan HVAC Phase 2A awarded.
- National Archives Experience Phase II renovations to the research center completed.

FY 2013 Projected

- Construction of second phase of Roosevelt Library renovation monitored.
- Construction of Bush 43 Library completed.
- Construction of Reagan HVAC Phase 2A completed.
- Construction contract for Reagan HVAC Phase 2B and 2C awarded.
- National Archives Experience Phase II renovations to the exhibit hall 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.

Long Range Performance Target 2.6 By 2014, 100 percent of NARA records center holdings are stored in appropriate space.

FY 12 Estimated Performance

- Achieve initial occupancy of Denver records storage facility.
- 85 percent of NARA’s non-archival holdings are in appropriate space. (High Priority Goal).

FY 13 Projected Performance

- 90 percent of NARA’s non-archival holdings are in appropriate space. (High Priority Goal).

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 Veterans Affairs, Department of Energy, U.S. Customs and Border Protection, Central Intelligence Agency, Library of Congress, and the Copyright Office.

NARA’s system of records centers is supplemented by centers operated by other Federal agencies and private interests. Federal agencies’ certify that the storage facilities they plan to use are in compliance with the Facility Standards for Records Storage Facilities (36 CFR 1234). The standards were initially issued in 1999 and revised in September 2005. The new standards, effective October 1, 2009, placed more stringent compliance requirements on existing facilities. We have assisted agencies by communicating compliance requirements at our annual NARA-sponsored Records Administration Conference (RACO) and we have issued a Records Storage Facility Standards Toolkit, available both in hard copy and on the web. This toolkit provides agencies with the information needed by Records Officers to verify that a facility meets the required storage standards.

We have also made extensive efforts to upgrade and, if necessary, replace several of our other records center storage facilities. We are replacing aging facilities on the existing Denver Federal Center that meet neither archival nor temporary records storage standards. Working with GSA over a two year period, a lease was awarded in FY 2011 for a new facility that will be built by a private developer and leased back to NARA over a 20-year term. The new facility will house the Federal Records Center, the regional archives, and records management. In addition, the new facility will store 750,000 cubic feet of records, meeting both 36 CFR 1234 and NARA 1571 storage standards. Delays in awarding the lease will push development and initial occupancy of the facility to FY 2012 with full occupancy planned for FY 2013.

In FY 2011 we achieved a major milestone and moved into our new National Personnel Records Center in St. Louis. This facility houses more than 700 NARA employees, a dozen other Federal agencies, and more than two million cubic feet of records in fully compliant space. By FY 2012, we will complete the movement of records from three facilities in our St. Louis area to the new facility. Records will include all Official Military Personnel Files, Organizational and Auxiliary files, and Official Personnel Folders of former civilian Federal personnel who separated prior to 1973.

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

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>(Priority Goal): Performance target for percent of NARA records center holdings stored in appropriate space (target 85% by 2012).</i>	—	100	—	85	85	
Percent of NARA records center holdings stored in appropriate space.	—	—	62	68		
Percent of NARA records center facilities certified as meeting the 2009 regulatory storage standards	33	48	48	TBD		

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Volume of records center holdings (cubic feet in millions).	26.6	27.2	27.6	27.7		
Storage price per cubic foot for records center holdings.	\$2.40	\$2.40	\$2.52	\$2.52		

Milestones

FY 2008

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

FY 2009

- Two records center facilities certified.
- Construction of National Personnel Records Center Annex completed.
- Move of more than 80 percent of holdings slated for National Personnel Records Center Annex completed.

FY 2010

- Lease agreement to construct a records center storage facility in Denver completed.
- Measurement methodology revised to track cubic feet of holdings.
- Lease and occupancy of two-bay expansion at National Personnel Records Center Annex completed.

FY 2011

- GSA lease for Denver records storage facility awarded.
- Move of remaining MPR and CPR holdings into new bays at the National Personnel Records Center Annex completed.
- Initial occupancy of the new National Personnel Records Center completed.

FY 2012 Estimated

- Initial occupancy of Denver records storage facility completed.
- Move of holdings slated for the National Personnel Records Center completed.
- Upgrades at Washington National Records Center for compliance with CFR standards completed.

FY 2013 Projected

- Move of records center holdings into newly leased Denver facility completed.
- Upgrades at San Bruno records storage facility for compliance with CFR standards completed.

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.

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

FY 12 Estimated Performance

- Appropriately treat and remove 65,000 cubic feet of NARA's at-risk archival holdings from preservation backlog.
- Deploy Holdings Management System (HMS) in five additional regional archives.
- Conduct preservation reviews at six NARA locations.

FY 13 Projected Performance

- Appropriately treat and remove 65,000 cubic feet of NARA's at-risk archival holdings from preservation backlog.
- Deploy Holdings Management System (HMS) in National Personnel Records Center.
- Conduct preservation reviews at six NARA locations.

Outcome Provide public access to records for as long as needed through preservation action.

Significance The National Archives mission focuses on preserving and providing access to the accessioned records of the Federal government. The accessioned Federal records provide the foundation of a democratic society by documenting the rights and interests of citizens and the actions of our Government and nation.

Means and Strategies Providing public access to records for as long as needed requires that we manage risk, assess the preservation needs of holdings, provide storage that retards deterioration, and treat, house, duplicate and often reformat holdings. NARA preserves more than 10 billion pages of traditional holdings and the number continues to grow each year as more records are accessioned. We must address the needs of a wide variety of formats and media in our holdings—paper records, including maps and designs, audio and video tape recordings, motion pictures, aerial and still photography, acetate, microfilm and other microforms, maps, and artifacts across the National Archives' Federal, legislative, and Presidential holdings. The permanent records include a wide range of materials and subjects documenting the rights and obligations of citizens, most notably, the service of America's veterans, and documenting the actions of our Government and nation to provide transparency and the foundation of a democratic society.

Approximately two-thirds of NARA's textual and non-textual records are at risk of not being preserved and available for use by future generations. These records at risk create the backlog that we strive to preserve. NARA's first priorities for preservation include audio and video records, high use records, acetate and color film requiring cold storage, brittle, fragile and damaged paper records, and fragile artifacts. We take the necessary preservation actions by providing the appropriate storage environment, housing records according to their needs, reformatting fragile records for preservation and use, and performing conservation treatment on damaged records.

NARA preserves the records of more than 57 million military veterans who have served since 1885. The Official Military Personnel Files (OMPFs) and related holdings from National Personnel Records Center in St. Louis moved to a new GSA-leased facility in FY 2011. Record moves are slated for completion by the end of FY 2012. Relocating these records to a controlled environment is an essential, cost-effective first step in stabilizing their condition. Over the next 60 years, Official Military Personnel Files (OMPFs) will be accessioned to a point where all 1.5 million cubic feet (57 million records) will be opened to the public.

Preservation actions on the OMPFs address the accessibility of highly used, fragile, and damaged records. A comprehensive physical needs assessment demonstrated that 66 percent of the records contain more than 46 physical media and information formats, including brittle paper, photographic media, recorded sound, and 35 artifact types including metal dog tags, hair samples, blood strips, rifle targets, and plastic identification cards. Most of the paper is brittle and has damage from handling, creases, fire, and mold. Timely access is provided by taking the necessary preservation actions including conservation and

reformatting.

NARA continues to be challenged by the rapid technological changes in digitization and preservation and access to electronic records and audio and visual holdings. To ensure preservation of significant audio and visual heritage from the 19th and 20th-century, digitization is replacing analog reformatting for records in imminent danger of loss. We made the transition to digital formats for preservation and access in the last five years. Motion picture and aerial files continue to be preserved by both analog and digital processes.

NARA is implementing a Holdings Management System (HMS) to improve control and management of traditional holdings. HMS allows NARA to enhance security by tracking physical location, to document record groups at risk and preservation actions completed, and will allow tracking of use in the future. The HMS will provide documentation and requirements for additional space needs and preservation actions. HMS continues to be deployed to all locations with traditional accessioned records.

In FY 2010, a five-year preservation reviews program was initiated to review and compile information on preservation of holdings at NARA repositories across the nation. Preservation reviews provide recommendations to address facility or program preservation issues leading to the development of five-year preservation planning tools. Examination of six facilities in FY 2011 culminated in the development of our next five-year preservation plan. The significant outcomes of the plan include prioritization of preservation actions, improved management and tracking of preservation actions, support to address weaknesses in the preservation program at each facility, and identification of resources needed to implement the preservation plan. Plan recommendations will be carried out in FY 2012 and FY 2013.

The National Archives maintains a challenging pace to make progress on the preservation needs of all accessioned Federal and Presidential records and to provide access to our customers when and where needed.

Key external factors Large increases in accessioned records, a lack of appropriate storage space and increasing energy costs, growing demands for access to records and limited access to commercial services to preserve specialized audiovisual holdings could delay achievement of performance objectives.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of archival holdings that require preservation action.</i>	≤ 65	≤ 65	≤ 65	≤ 65	≤ 62	
Percent of archival holdings that require preservation action.	65	65	64	62		
Backlog of holdings requiring preservation action (in thousands of cubic feet).	2,425	2,571	2,578	2,636		
At-risk archival holdings that received preservation treatment this year (thousands of cubic feet).	125	116	110	79		
Archival holdings treated and removed from the backlog this year (thousands of cubic feet)	91	46	56	96		
Cumulative volume of at-risk archival holdings in cold storage (thousands of cubic feet).	91	93	94	97		

Milestones

FY 2008

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

- FY 2009**
 - Measures for quantity of dynamic media record holdings that can be preserved digitally established.
 - Plan for conversion of dynamic media records holdings to digital format developed.
 - Additional storage capacity for digital products reformatted for preservation purposes acquired.
 - IOC of HMS deployed in Archives II Textual units and staff trained
- FY 2010**
 - Dynamic media records preserved in digital format.
 - HMS deployed at Archives I and in archives facilities in Philadelphia and Boston.
 - Reviews of preservation needs at six NARA locations.
- FY 2011**
 - HMS deployment in at least three additional regions completed.
 - Reviews of preservation needs at six NARA locations.
- FY 2012 Estimated**
 - HMS deployment to five additional regional archives completed.
 - Reviews of preservation needs at six NARA locations.
 - Long-range preservation plan developed.
- FY 2013 Projected**
 - HMS deployment to National Personnel Records Center completed

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 2016, 80 percent of archival electronic records are preserved according to plan.
 - 3.3 By 2016, the per-megabyte cost of managing archival electronic records through the Electronic Records Archives (ERA) decreases each year.

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 12 Estimated Performance**
- Sustain 85 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
 - Achieve 75 percent migration of legacy holdings to ERA system for Federal records.
- FY 13 Projected Performance**
- Sustain 88 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
 - Achieve 100 percent migration of legacy holdings to ERA, to include classified records, Title 13 records, and donated materials.

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 the permanent ones to NARA.

Means and Strategies The goal of our Electronic Records Archives (ERA) is to address the growing volume, variety, and complexity of electronic records transferred to NARA. We understand that the public expects government information and services to be available online and delivered through their channel of choice. To meet these expectations, our holdings must be preserved, available and accessible by the public online. At the end of the Clinton Administration, the White House transferred several

terabytes of electronic records to NARA for storage and preservation. When the Bush Administration ended in January 2009, NARA received approximately 77 terabytes of email, office automation records, digital photographs, and other multi-media electronic formats. By the end of FY 2010, we had more than 100 terabytes of electronic holdings, 83 of them managed by ERA. During FY 2011, the Census Bureau transferred electronic images comprising more than 488 terabytes of data from the 2010 Census. Digital Military Personnel Files represent estimated transfers of a billion files over 10 years. We are currently performing archival verification on this data to begin ingest into ERA in FY 2012.

Our ability to process archival electronic records will be enhanced by ERA. After successfully implementing the initial operating capability of ERA in FY 2008, we began the process of migrating accessions from our existing holdings into ERA. Since then, we continue to run dual operations—both ERA and portions of our legacy systems—as we continue to migrate the remaining legacy holdings to ERA. In FY 2013, we will complete the migration of all of NARA’s legacy holdings for unclassified, classified and Title 13 records, as well as donated materials.

Key external factors Progress in processing Presidential electronic records may be hindered by an unusually large number of special access requests or PRA/FOIA requests and the need to review records page by page.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of archival electronic accessions processed to the point where researchers can have efficient access to them.</i>	80	80	80	83	85	
Percent of archival electronic accessions processed.	86	88	88	83		
Number of accessions received.	2,328	2,467	2,674	2,938		
Number of accessions processed.	2,004	2,188	2,349	2,429		
Unprocessed accessioning backlog (in accessions).	324	288	325	509		

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

Milestones

- FY 2008**
 - Legacy data migration testing and data cleanup completed.
 - Data migration of electronic records on legacy media for transfer to ERA initiated.
- FY 2009**
 - Capability for ERA pilot users to perform basic records management functions and transfer records into ERA completed.
- FY 2011**
 - Legacy holdings migration to ERA continued.
- FY 2012 Estimated**
 - Substantial portion of unclassified legacy holdings migrated to ERA.
- FY 2013 Projected**
 - Remaining legacy holdings, including classified records, Title 13 records, and donated materials migrated to ERA.

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

Long Range Performance Target 3.2 By 2016, 80 percent of archival electronic records are preserved according to plan.

- FY 12 Estimated Performance**
- Establish a methodology for evaluating preservation risk.
 - Develop Preservation and Access Plans for selected high priority archival electronic formats.
 - Transform 100 percent of standard EBCDIC records to ASCII records in accordance with our preservation and access plan.
- FY 13 Projected Performance**
- Develop Preservation and Access Plans for selected high priority archival electronic formats.
 - Establish percent of archival electronic records preserved according to plan.
 - Transform 100 percent of non-standard EBCDIC to ASCII in accordance with our preservation and access plan.

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 any electronic records series according to recommendations in specific preservation and access plans. The ERA system will enable NARA and the Presidential Libraries to preserve permanent holdings to maximize the number of records available to researchers. We will preserve and maintain permanent electronic records in any format and transform these records to the most appropriate format needed, or to a persistent format or state when possible. This work will be carried out based on the technological characteristics of the records, expected customer demands or interests, the needs of the records' originators, the laws and regulations requiring differing levels of control, and NARA's business strategies and priorities.

Our Transformation Framework and Model include the principles NARA will use to transform records from one format to another. We prepared a draft of our Transformation and Significant Properties principles, outlining the significant properties of records that must be preserved over time to ensure the continued accessibility, usability, and meaning of the records. It also includes the practical steps NARA needs to take to implement the framework principles during the lifecycle management of records.

We deployed software in ERA with capability to transform standard EBCDIC to ASCII. This software development effort, expanding from requirements definition up through the development of actual code was achieved in FY 2011. Deployment of the EBCDIC to ASCII transformation solution provides NARA with a benchmark to gauge future long-term preservation efforts. In FY 2012 and beyond, to

mitigate the threats and risks to the preservation of electronic records, we will assess the digital preservation needs of the archival electronic formats in NARA’s custody and establish criteria to prioritize the development of Preservation and Access plans and implement recommendations for all archival electronic holdings requiring action for long term preservation and accessibility.

Key external factors 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>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target of percent of NARA’s electronic holdings accessioned and preserved according to plan.</i>	—	—	—	—	—	<i>Establish baseline</i>
Percent of NARA’s electronic holdings that are accessioned and preserved according to plan.	—	—	—	N/A		
Number of archival holdings accessioned (in terabytes).*	—	—	100	142		
Number of terabytes of archival holdings managed in ERA (includes pre-accessioned electronic records).*			83	124		

*Volume is being reported in tebibytes (TiB), the traditional IT industry meaning for “terabyte” that includes 1024⁴ bytes.

Milestones

- FY 2008**
 - Draft methodology for capability to measure preservation of electronic records in a persistent format developed.
- FY 2010**
 - Criteria and policy for establishing planned levels of service to preserve and make available archival electronic records defined.
- FY 2011**
 - Technical solution for transforming plain EBCDIC files to ASCII implemented.
- FY 2012 Estimated**
 - Methodology for evaluating preservation risk established.
 - Preservation and Access plans for selected high priority archival electronic formats developed.
- FY 2013 Projected**
 - Means for testing alternative for converting (transforming) electronic records that are “at risk” 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.

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.

- FY 12 Estimated Performance**
 - Mandate ERA use by Federal agencies in scheduling and transferring permanent records in all media to NARA.
 - Carry out corrective and adaptive maintenance tasks.

FY 13 Projected Performance • Carry out corrective and adaptive maintenance tasks.

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. We must do this within existing budgetary resources allocated. 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.

Means and Strategies Through the Electronic Records Archives (ERA), we are creating a technology system designed to preserve and manage permanent electronic records and to manage the lifecycle of paper records and other holdings, including the development of records schedules and the management of accessioning processes for all Federal records. ERA leverages storage and data processing technology so that large quantities of historical data can be transferred into the archives, preserved, and accessed at the lowest possible costs to the Government.

ERA lowers costs by storing large quantities of electronic records in increasingly higher density storage units. The system also reduces or eliminates manual archival processing steps and replaces them with less expensive automated processes. It permits automated transactions rather than labor-intensive paper-based actions, thereby saving money for both NARA and the agencies interacting with ERA.

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. ERA deployments since initial operating capability in FY 2008 include major releases covering Federal Records (Base), the Executive Office of the President (EOP), Congressional Records Instance (CRI), Online Public Access (OPA), Classified ERA (CERA), and Title 13 (Census). In FY 2011, we awarded a 10-year operations and maintenance contract for ERA. The breadth of responsibilities range from support and maintenance of the development and test environment, performance of corrective and adaptive software maintenance, sustaining engineering, and technology refresh tasks, to all support necessary to maintain the instances. This transition will signal the end of ERA development activities and move us to an operations and maintenance phase.

By September 2012, all Federal agencies must use ERA for scheduling records and transferring permanent records to NARA. In anticipation of ERA becoming mandatory by the end of FY 2012, we implemented an aggressive communication schedule to push Federal agency adoption and use of ERA. Our rollout of ERA is scheduled in two phases. The first phase began in FY 2011 to all of the CIO Council departments and agencies. The second phase rollout to all other agencies began in late FY 2011 and is scheduled for completion by the end of FY 2012. In FY 2011, approximately 160 agencies signed up for start dates to begin using ERA.

With all agencies onboard and ERA designated as the mandatory method for agencies to conduct scheduling and permanent records transfer transaction with NARA in FY 2012, we anticipate having or purchasing enough storage space to accommodate an additional 40 terabytes of volume during the year. To assist and support agencies in their use of ERA, NARA has created [on-line training](#), guides and instructional materials, and lists of frequently asked questions. The materials are located on NARA's web site at <http://www.archives.gov/records-mgmt/era/>.

Key external factors 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>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for megabyte cost to manage archival electronic records decreases each year.</i>	—	<i>Establish baseline</i>	\$0.36	\$0.15	\$0.13	<i>TBD</i>
Per megabyte cost to manage archival electronic records decreases each year.	\$0.39	\$0.36	\$0.15	\$0.12		
Number of terabytes of archival electronic records managed by ERA (includes pre-acquisitioned electronic records).*	—	77	83	124		

*Volume is being reported in tebibytes (TiB), the traditional IT industry meaning for “terabyte” that includes 1024⁴ bytes.

Milestones

- 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**
 - Initial operating capability of the systems for Presidential electronic records achieved.
 - Requirements for public access and long-term preservation developed.
 - ERA infrastructure and architecture enhanced.

- FY 2010**
 - System capacity increased to accommodate extension of system to additional agencies.

- FY 2011**
 - Base architecture realignment activities completed.
 - Alternatives analysis for handling restricted information in ERA conducted.
 - Capability to record decisions about the release of Presidential records designed and implemented in ERA.
 - New ERA Operations and Maintenance contract awarded.

- FY 2012 Estimated**
 - Use of ERA by Federal agencies to transfer electronic records to NARA mandated.
 - Additional 40 terabytes of Federal records from agencies ingested into ERA.
 - Corrective and adaptive maintenance tasks that increase ERA efficiency and reduce per-megabyte cost of managing archival electronic records performed.

- FY 2013 Projected**
 - Additional 40 terabytes of Federal records from agencies ingested into ERA.
 - Corrective and adaptive maintenance tasks that increase ERA efficiency and reduce per-megabyte cost of managing archival electronic records performed.

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

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

- Long Range Performance Targets**
- 4.1 By 2016, NARA customer service standards for researchers are met or exceeded.
 - 4.2 By 2016, 1.4 percent of NARA’s traditional holdings are available online.
 - 4.3 By 2016, 95 percent of archival holdings are described in an online catalog.

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

- FY 12 Estimated Performance**
- Meet or exceed NARA’s published standards for access to records and services and customer satisfaction levels:
 - 94 percent of written archival requests are answered within 10 working days;
 - 95 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
 - 89 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
 - 92 percent of online archival fixed-fee reproduction orders are completed in 20 working days or less.

- Successfully maintain average OGIS case closing time of 34 working days.

- Establish mediation program to resolve FOIA disputes.

- FY 13 Projected Performance**
- Meet or exceed NARA’s published standards for access to records and services and customer satisfaction levels:
 - 94 percent of written archival requests are answered within 10 working days;
 - 95 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
 - 90 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
 - 93 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 added public computer terminals with Internet access in all of our research rooms nationwide. In the National Archives buildings in Washington, DC, and College Park, MD, we have successfully implemented wireless service in the public areas.

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. Thousands of genealogists come to the National Archives Building in Washington to use our original records, microfilm copies, and online resources. Our Genealogy Consultation Room provides customers with highly knowledgeable staff and volunteers to help develop research strategies and use finding aids. Our online orientation presentation for customers also helps them get started on the road to their family history.

Throughout National Archives facilities around the country, visitors may search for historical family information among citizenship and nationalization, census, bankruptcy, and Federal court documents, and may use online and microfilm resources including free access to genealogy subscription services. Our staff experts are available to guide our customers in their exploration and research.

NARA has established partnerships nationwide and 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.

The OPEN Government Act of 2007 amended the Freedom of Information Act (5 U.S.C. 552) to create an Office of Government Information Services (OGIS) within NARA to strengthen FOIA throughout the Executive branch, ensure transparency of Government information to the public, and offer mediation services to resolve disputes between FOIA requesters and agencies as a non-exclusive alternative to litigation. The OGIS also provides services as the FOIA ombudsman to facilitate communications between Federal government agencies and the public. We offer mediation services which includes dispute resolution skills training. We examine ways to improve the FOIA referral and consultation process by using existing technology available to the federal intelligence, law enforcement and foreign relations communities. In mid-FY 2011, OGIS submitted recommendations to the President on ways to improve the administration of FOIA.

We will develop a comprehensive plan for reviewing agency compliance with FOIA and for recommending improvements to FOIA administration in FY 2012. Harvard Law School Negotiation and Mediation Clinical Program approved an OGIS project proposal for the fall semester 2011. Our goal with the project is to gain additional insight on methods of evaluating success in dispute resolution and stakeholder satisfaction. We will define methods to evaluate our success in FY 2012 while continuing to offer dispute resolution skills training for FOIA professionals. Although we see evidence of acceptance of dispute resolution processes by both the FOIA requester community and by government FOIA professionals, to effectively advance OGIS's statutory mission, we will focus outreach efforts to two key stakeholder groups, Chief FOIA officers and agency general counsels. In FY 2013, we will expand our

outreach to the federal Alternative Dispute Resolution (ADR) community so that the agency FOIA and ADR professionals work together.

We implemented an information technology solution to manage OGIS cases in early FY 2012. We also moved to a hosted cloud-based solution to concurrently manage and track cases for mediation of FOIA cases as well as provide a public web portal to communicate and educate the public on FOIA-related matters and FOIA disputes. We will expand the public web portal in FY 2013 to include training materials and videos to be used by numerous federal agencies and the public.

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>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for written requests answered within 10 working days.</i>	91	92	93	94	95	94
Percent of written requests answered within 10 working days.	94	95	93	95		
<i>Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.</i>	86	87	87	88	89	90
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	89	86	89	89		
Number of FOIAs processed.	13,483	17,512	15,771	17,182		
Annual cost to process FOIAs (in millions).	\$2.34	\$2.76	\$2.97	\$3.16		
Annual per FOIA cost.	\$173	\$158	\$189	\$184		
<i>Performance target for items requested in our research rooms furnished within 1 hour of request or scheduled pull time.</i>	90	93	94	94	95	95
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	93	93	96	97		
Number of researcher visits to our research rooms (in thousands).	140	129	137	131		
Number of items furnished in our research rooms (in thousands).	577	553	564	578		
Number of items furnished on time in our research rooms (in thousands).	538	515	539	560		
<i>Performance target for archival fixed-fee reproduction orders through OFAS are completed in 20 (35 pre-2007) working days or less.</i>	85	90	90	91	92	93
Percent of archival fixed-fee reproduction orders through OFAS are completed in 20 working days or less (Note: Previous reports based on 35 working days for pre-2007 data).	68	90	96	96		
Average per order cost to operate fixed-fee ordering.	\$30.59	\$38.06	\$40.49	\$39.59		
Average order completion time (days).	22	18	13	13		

Milestones

FY 2008

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

FY 2009

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

- FY 2010**
 - Office of Government Information Services operational.
 - Infrastructure to support wireless capability in Headquarters and College Park facilities installed.
- FY 2011**
 - Recommendations to improve government-wide FOIA administration process identified.
 - Dispute resolution skills training for agency FOIA professionals provided.
 - Enterprise Management Infrastructure (EMI) to support wireless capability in regional archives nationwide installed.
- FY 2012 Estimated**
 - Hardware requirements for wireless capability in regional archives nationwide surveyed.
 - Mediation program to resolve FOIA disputes established.
 - Dispute resolution skills training for agency FOIA professionals expanded.
 - Comprehensive plan for reviewing agency compliance with FOIA and recommending improvements to FOIA administration developed.
- FY 2013 Projected**
 - Initial stages of plan for reviewing agency compliance with FOIA implemented.
 - Advanced Dispute Resolution Skills training course for inter-agency groups developed.

Data source Performance Measurement and Reporting System and quarterly performance reports to the Archivist. Request price for military service separation agreements from *FY 2012 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.

Long Range Performance Target 4.2 By 2016, 1.4 percent of traditional holdings are available online.

- FY 12 Estimated Performance**
 - One percent of NARA’s traditional archival holdings are accessible online.
 - Open 1940 Census records to the public.
 - Develop a digitization strategy for access and preservation.
- FY 13 Projected Performance**
 - 1.1 percent of NARA’s traditional archival holdings are accessible online.
 - Streamline processes for digitization in alignment with the digitization strategy.

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

First, our plan includes the identification and publication of 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. Many of these materials have been described and placed online in our online catalog.

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 allow us to 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 traditional holdings. NARA currently is working with several partners and, to date, more than 60 million records are available online through our partners.

Third, we continue to explore innovative ways to increase our own capacity to digitize selections of our holdings. We will look for sources of funding and support for specific high-interest projects. We continue to strive to provide timely Internet access to high-interest documents. For example, we digitized the Pentagon Papers and added them to our online catalog. Although versions of the papers had been available for 40 years, this was the first time a complete set was available online. Further, the Kennedy Presidential Library launched its Digital Archives, making available the President’s Office files and other high use archival materials, while the Roosevelt Library is digitizing the President’s Secretary’s files and Eleanor Roosevelt’s correspondence files.

In addition, we are preparing for the opening of the 1940 Census records on April 1, 2012. Since 1790, the Federal Government has collected census information on its residents every ten years. Under a special agreement between the Archivist of the United States and the Director of the Bureau of the Census, census information on individuals is released to the public 72 years after it is collected. Although the records are on more than 4,600 rolls of 35 mm microfilm, we completed the digitization of the entire 1940 Census in FY 2011 and will make them digitally available in 2012. With the assistance of volunteers authorized by the Bureau of the Census, we are ensuring that the digitized Census schedules can be browsed at the enumeration district level on the day they are released. We will complete preparing the metadata for the digitized version of these records in FY 2012. We continue to explore innovative ways to increase timely Internet access and provide the level of indexing requested by researchers.

Fourth, we maintain our Access to Archival Databases (AAD) system, which makes select “born digital” database records available online. Launched in 2003, AAD met an immediate need to provide online access to high-volume and high-demand electronic records from the Department of State and other agencies. We are continuing to increase the number of records available to the public through this tool, however, a selection of AAD records are now available through NARA’s Online Public Access (OPA) prototype.

We deployed a prototype of NARA’s OPA capability to the public in early FY 2011. The OPA prototype

currently provides access to nearly one million electronic records currently in ERA. OPA includes enhanced search capabilities, image zoom functionality essential for handwritten records, interaction with social network websites, and public tagging capabilities. We also plan to implement key features such as the capability to record decisions about the release of Presidential records. Advances in technology have created an opportunity for NARA to refine the ERA architecture deployed at initial operating capability. These advancements allow ERA to make better use of commercial off-the-shelf products and rely less on custom software.

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 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of traditional records available online.</i>	0.2	0.2	0.3	0.65	1.00	1.10
Percent of traditional records available online.	0.04	0.04	0.6	0.8		
Percent of accessioned electronic records available online.	1.4	1.3	1.4	TBD		

Milestones

- FY 2008**
 - Measurement methodology for number of archival holdings accessible online developed.
 - More than 18,000 existing digital copies harvested and added to the Archival Research Catalog (ARC).
 - Agency business requirements for digital storage needs identified.
 - RFI to explore Census partnership potential published.

- FY 2009**
 - ARC upload tool for uploading descriptions with digital objects enhanced.
 - Working group to explore strategies for NARA-led digitizing of 1940 Census records chartered.

- FY 2010**
 - New description tool to provide access to millions of item descriptions with links to digital partners under development.
 - NARA Digitization Working Group to identify improvements to digitization at NARA established.
 - Suite of 1940 Census products identified and evaluated.
 - ERA Online Public Access (OPA) prototype deployed to NARA staff.

- FY 2011**
 - Digitization of 1940 Census completed.
 - Kennedy Library Digital Archives launched.
 - Digitization and online availability of Elena Kagan records at the Clinton Library completed.
 - Chronology and associated digital assets of George W. Bush added to the online Presidential Timeline.
 - ERA Online Public Access (OPA) prototype deployed to NARA the public.

- FY 2012 Estimated**
 - Metadata for digitized version of the 1940 Census completed.
 - 1940 Census records opened to the public.
 - High-use materials from Roosevelt, Kennedy, Nixon, Ford, and Clinton Libraries digitized and made available.

- FY 2013 Projected**
 - NARA’s approach to and development of digitization for access and preservation processes and methodologies optimized.
 - NARA’s position on partnership projects for alignment with digitization strategy reviewed.

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

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

- FY 12 Estimated Performance**
- Describe 80 percent of NARA traditional holdings in our online catalog.
 - Describe 80 percent of NARA artifact holdings in our online catalog.
 - Describe 80 percent of NARA electronic holdings in our online catalog.
- FY 13 Projected Performance**
- Describe 85 percent of NARA traditional holdings in our online catalog.
 - Describe 85 percent of NARA artifact holdings in our online catalog.
 - Describe 85 percent of NARA electronic holdings in our online 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 operations of NARA's online catalog. Eventually, the functionality and data in the online catalog will be incorporated in or interface with the Electronic Records Archives.

Means and Strategies The online catalog provides the researcher with comprehensive, self-service, descriptions of our nationwide holdings. In the past, researchers 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. Our catalog ensures that anyone, anywhere with an Internet connection can browse descriptions of our holdings, including electronic records, in our Washington, DC, area archives, regional archives, and Presidential Libraries. NARA's catalog contains descriptions of more than 2.9 million cubic feet of our textual holdings, more than 466,000 artifacts, and 6.8 billion born-digital records. The catalog also contains links to more than 400,000 digital objects 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.

Our online catalog contains more than 5 million descriptions. But with 65 years worth of existing descriptive information to place into the catalog, we have a multi-year challenge ahead. We are limited in the scalability of the online catalog, which consequently limits our ability to add metadata and digital objects to the catalog. With the number of descriptions already in the catalog, we anticipate that we can

add between 3.6 and 5.6 million additional descriptions. Our digitization partners have already created sufficient metadata to meet this capacity limitation. In FY 2010, we awarded a contract for a new description tool that would allow us to add all of the metadata and images created by the partners to NARA's catalog. We are developing the next generation descriptive service that will allow us to add millions of descriptions and digital objects from the partnership projects. This tool, providing description and authority services, will replace the existing online catalog data entry system in FY 2012. The services will interface with HMS to create preliminary descriptions and will integrate with OPA to make new and updated descriptions and authorities available for searching in OPA in FY 2013.

We are continuing a major effort to put the data from existing finding aids into the online catalog. This project includes folder and item lists, and a wide variety of indexes. This effort has already yielded millions of additional detailed descriptions in the catalog making it a valuable tool for researchers. In FY 2011, the public online version of our catalog was replaced with the Online Public Access (OPA) prototype, part of the Electronic Records Archives. The new public access system allows researchers to search multiple National Archives resources, i.e. the current online catalog; selected series from NARA's Access to Archival Databases (AAD); and our web site, *archives.gov*, simultaneously, eliminating the need to access each resource separately. With more than one million queries performed in OPA since launch, we have a tremendous demand for accessing our holdings through this tool.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for traditional holdings in an online catalog.</i>	60	65	70	75	80	
Percent of traditional holdings in an online catalog.	64	69	70	71		
Number of traditional holdings described in an online catalog (millions of cubic feet).	2.4	2.7	2.8	3.0		
Number of traditional holdings in NARA (millions of cubic feet).	3.7	3.9	4.0	4.2		
<i>Performance target for artifact holdings in an online catalog.</i>	60	65	70	75	80	
Percent of artifact holdings in an online catalog.	61	74	78	78		
Number of artifact holdings described in an online catalog (thousands of items).	353	465	466	466		
Number of artifact holdings in NARA (thousands of items).	582	628	600	600		
<i>Performance target for electronic holdings in an online catalog.</i>	60	65	70	75	80	
Percent of electronic holdings in an online catalog.	98	95	96	96		
Number of electronic holdings described in an online catalog (billions of logical data records).	5.4	6.4	6.7	6.9		
Number of electronic holdings in NARA (billions of logical data records).	5.5	6.7	6.9	7.2		
Number of OPA visits (in thousands of visits).	—	—	—	1,700		

Milestones

- FY 2008**
 - Redesigned ARC web system launched.
- FY 2010**
 - Work required to subsume ARC web into ERA conducted.
 - Online Public Access system prototype deployed to staff.
- FY 2011**
 - Prototype Online Public Access user interface released to public.
- FY 2012 Estimated**
 - New description tool available to staff.

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.

We continue to collect public feedback about application interfaces, such as our Archival Research Catalog (ARC) and Access to Archival Databases (AAD) systems. The American Customer Satisfaction Index (ACSI) helps us to measure satisfaction by customer group (Genealogists, Veterans, Educators, etc.) which enables us to design strategies to develop, modify, enhance or remove online web content in response to customer feedback about our web sites.

Embracing the three principles of Open government— *transparency, participation, and collaboration* — we redesigned the *archives.gov* website, providing multiple opportunities for input from both NARA staff and the public. Using social media and Web 2.0 technologies (e.g. existing NARA blogs, *Twitter*, *Facebook* and *Ideascale*), we were able to publicize, invite participation, and obtain feedback on various design prototypes of the site. We launched the redesigned website in FY 2011, and subsequently, the redesigned *archives.gov* was selected as a winner in the 2011 ClearMark Awards in the Website/Dynamic Media: Public Sector category. More work remains to complete the second phase of the redesign to streamline and reorganize content areas to reflect NARA's FY 2011 organization transformation, however, we will continue to monitor and evaluate the satisfaction of our web visitors with *archives.gov*.

In FY 2011, we chose Drupal, an open source content management system (CMS) to implement our intranet, *NARA@work*. We will follow with implementation of *archives.gov* in the new content management system in FY 2012. This tool allows us to improve workflow as well as free up our resources to implement social media sites and other web-based applications. In addition, the tool also eliminates the need for web content authors to learn HTML, a software publishing language used to develop webpages. In FY 2012, we will focus on redesigning *NARA@work* to reflect the agency transformation results and to make the site more task focused for staff and contractors. In FY 2013, we will implement our all-staff engagement plan for social media.

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 and social media communication.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Online visits to NARA's web sites (in thousands).	37,807	37,470	39,036			
<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>	1	3	3	3	3
Percentage point improvement in web sites score.	—	3	5	-2		
Web sites score at or above the benchmark for excellence as defined for Federal Government web sites.	66	69	74	72		
Presidential Libraries score at or above the benchmark for excellence as defined for Federal Government web sites.	75	78	80	—		

Milestones

- 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**
- Projects on different social media web sites (e.g. You Tube, Flickr, Twitter, Facebook, etc.) piloted.
 - Comprehensive and strategic concept of operations for web-based access to our online assets developed.
- FY 2010**
- *Archives.gov* home page redesigned.
 - Additional projects on selected social media web sites implemented.
 - Online Public Access piloted to staff.
- FY 2011 Estimated**
- Content management system to implement our intranet implemented.
 - Established social media program in place.
 - Federated search for online public access system expanded.
 - Online Public Access available to the public.
 - *Archives.gov* redesigned.
- FY 2012 Estimated**
- Redesign of *NARA@work* to reflect transformed agency structure implemented.
 - Content management system for *archives.gov* implemented.
- FY 2013 Projected**
- Social media plan for all staff engagement implemented.

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

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

- Long Range Performance Targets**
- 5.1 By 2016, 90 percent of NARA’s visitors are satisfied with their visit experience.
 - 5.2 By 2016, a minimum of 85 percent of all NHPRC-assisted projects produce the results required, employing rigorous standards and milestones approved by the Commission.

Long Range Performance Target 5.1 By 2016, 90 percent of NARA’s visitors are satisfied with their visit experience.

- FY 12 Estimated Performance**
- 87 percent of NARA education program visitors are satisfied with their visit.
 - 87 percent of NARA exhibit visitors are satisfied with their visit experience.
 - 87 percent of public outreach visitors are highly satisfied with their visit experience.
 - Implement prioritized recommendations from FY 2011 AASLH study results.
 - Implement prioritized recommendations from 2011 longitudinal study of the Public Vaults.

- FY 13 Projected Performance**
- 88 percent of NARA education program visitors are satisfied with their visit.
 - 88 percent of NARA exhibit visitors are satisfied with their visit experience.
 - 88 percent of public outreach visitors are highly satisfied with their visit experience.
 - Implement prioritized recommendations from FY 2011 AASLH study results.
 - Implement prioritized recommendations from 2011 longitudinal study of the Public Vaults.

Outcome Our public outreach efforts effectively increase access to and knowledge of government 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 for 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. Furthermore, we manage the *Federal Register* system, an important civic process. Therefore, we continually educate the public about the treasure trove of information and services we offer to enable access to our holdings and encourage civic participation. 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 includes the Public Vaults, the McGowan Theater, and O'Brien Traveling Exhibits Gallery, 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 offerings in the McGowan Theater, including conferences, symposia, film series, and notable free public programs with speakers who have participated in and/or analyzed the events documented in our records. 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. The online Digital Vaults exhibit has captured the spirit of our Public Vaults and made inquiry-based learning about NARA records available to millions of people around the globe.

Our 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. One million visitors a year annually visit the National Archives Experience, with another 1.8 million visitors to NARA's Presidential Libraries and Museums, 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.

At National Archives regional locations in 13 metropolitan areas, we offer additional opportunities to encourage civic awareness and learning. Through expert, personal assistance with genealogy research, visitors learn how they can use records to explore family history and often discover the connection to our national story. We offer exhibits at two of our regional locations—Atlanta and Kansas City—that, for example, expose visitors to records that highlight civil and human rights struggles, and records that showcase legislation that initiated profound changes in the history of our country.

NARA's archival centers located throughout the country provide educational programs that present our national story in local settings. We continue to partner with agencies and organizations external to NARA to deliver programs and teach educators how to use Federal records as primary sources, as was done with *DocsTeach*, an online tool for teaching with documents. Our public programs and archival services raise awareness of NARA's availability and services to the public.

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 host temporary exhibits that supplement and elaborate on themes presented in the

permanent exhibitions. These temporary exhibits have examined topics central to civic literacy in America: leadership, citizenship, and the American experience.

Conferences, symposia, and public forums sponsored by the Libraries are another means of educating and informing the public about our shared democratic values. Conferences supported in partnership by all Presidential Libraries allow the public to learn about pivotal historical events from those who experienced the events first-hand. Presidential Libraries have explored ways to develop programs that can be utilized by a variety of audiences. The addition of the Reagan Library's Discovery Center in 2008 contributed to the growing host of Presidential Libraries' experiential learning programs. These programs, designed to allow participants to develop decision-making skills and gain a newfound understanding of government roles, are used by students and teacher groups, as well as government and corporate staffs for training. At the Federal Register, we teach a monthly class on the Federal regulatory process and the role of the *Federal Register*.

Every other year since 2009, we have used the American Association of State and Local History (AASLH) survey to gain insight of the degree to which our exhibits and programs have had a meaningful impact on visitors and participants. In FY 2010, we used information gained in the 2009 American Association of State and Local History (AASLH) survey to implement logistical and content improvements within and outside the Rotunda. Subsequent findings revealed that our customers feel more welcomed, are pleased with shorter wait times to enter the Rotunda, and have better perceptions of staff and volunteers. In FY 2012 and FY 2013, we will use information from the FY 2011 study in the planning and implementation of Phase 2 of the National Archives Experience, a major public-private capital partnership now underway. We hope to administer the AASLH study again in FY 2013 with an eye to developing a baseline for Phase 2.

Data from the FY 2011 AASLH survey is also being analyzed in conjunction with the FY 2011 longitudinal study of the Public Vaults. Initial review suggests that while overall performance remains strong, there are areas of improvement to be explored—especially in visitor communications. This will be a focus of our work in 2012.

The longitudinal survey of the Public Vaults in the spring of FY 2011 compared the feedback with the previous study completed five years earlier. We will implement recommendations derived from the study in FY 2012.

The Presidential Libraries have conducted a review of their museum programs, and are using the customer feedback gathered to improve museum offerings and services. The final results from the review have helped us understand the current state of our programs and have provided recommendations on the future direction of our museums. Although the feedback from the survey was overwhelmingly positive with a 97 percent satisfaction rate, we learned about specific areas where improvements could enhance customer experience. We received recommendations to increase the quantity and quality of interactive and electronic exhibits, and the selection of items in our gift shops. With this in mind, current and future museum renovation plans include a variety of new interactive components, while we also examine ways to grow and improve the current stock of store merchandise. As current funding levels allow, the Presidential Libraries are also working to make changes to visitor services operations to help improve the overall visitor experience.

Throughout the National Archives system, we deliver a wide variety of experiences for visitors. These experiences are realized through physical visits, online and offline publications, video conferences, webcasts, and other methods. As technology expands to include new delivery mechanisms, such as Web 2.0 technologies, we will look for new opportunities for delivering our programs and communicating and

interacting with visitors. Through NARA blogs such as *AOTUS*, *NARAtions*, and *The Hoover Blackboard*, we provide a variety of unique content to share information with the public. Working with councils of the National Council of History Educators and with Teaching American History grant recipients, we will continue to conduct outreach to teachers, school librarians, and home schooling parents to provide free materials and content-based development training. We will continue to assess the needs of our visitors and evaluate methods to improve our customer interactions.

Key external factors Our success depends on the support of the private foundations that are fundamental to our exhibit programs. To better understand our customers’ interests, we will need to expand our customer survey program.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of visitors to NARA museums and exhibits (in millions)	3.0	2.8	2.8	2.5		
<i>Performance target for percent of visitors satisfied with their visit experience.</i>	—	—	85	86	87	88
Percent of visitors satisfied with their visit experience.	—	—	97	98		
Number of rated education programs, workshops, and training courses.	632	628	625	492		
Number of attendees at rated education programs, workshops, and training courses.	11,362	11,688	14,327	9,521		

Milestones

- FY 2008**
 - Draft profile of NARA’s Presidential Libraries developed.
 - Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.
- FY 2009**
 - NARA’s 75th anniversary celebrated.
 - Report on alternative models for Presidential Libraries issued.
 - Data from the AASLH study analyzed.
- FY 2010**
 - Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.
 - Longitudinal study of visitor response to Public Vaults and National Archives Experience implemented and evaluated.
 - Expand use of social media to increase collaboration, participation, and the growth of online communities.
 - Industry measures based on peer review of Presidential Libraries identified.
 - Measures for meeting industry standards by 2016 established.
- FY 2011**
 - Recommendations from FY 2010 AASLH study results prioritized.
 - Recommendations from longitudinal study of the Public Vaults prioritized.
 - Number of online exhibits on Presidential Libraries partnership web site increased.
- FY 2012 Estimated**
 - Prioritized results from AASLH survey implemented.
 - Prioritized results from longitudinal study of the Public Vaults implemented.
 - Fast track OMB approval for information collections implemented.
- FY 2013 Projected**
 - AASLH study administered.
 - Phase 2 of National Archives Experience Orientation Plaza complete.

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

Long Range Performance Target 5.2 By 2016, a minimum of 85 percent of all NHPRC-assisted projects produce the results required, employing rigorous standards and milestones approved by the Commission.

FY 12 Estimated Performance • 85 percent of all NHPRC-assisted grants produce the results expected.

FY 13 Projected Performance • 85 percent of all NHPRC-assisted grants produce the results expected.

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

Significance Projects supported by the National Historical Publications Records Commission produce the desired outcomes of the awards through careful development and monitoring of their goals and objectives. Ultimately, these projects support the publication, preservation, and availability of the nation's vast network of archival materials, thereby facilitating citizen access to our shared documentary heritage.

Means and Strategies The NHPRC, established by Congress in 1934, supports a host of activities to collect, preserve, publish, and promote the use of documentary sources relating to the history of the United States. The NHPRC oversees a highly competitive federal awards program and provides assistance to prospective grantees to cultivate high quality proposals. Projects supported by the NHPRC include digitizing and/or publishing historical records of national significance, tackling electronic records preservation and access issues, making hidden archival collections known and readily available, and preparing professionals in the archival and historical publishing communities for the challenges associated with these enterprises. We employ a rigorous review process to determine which projects receive funds. The NHPRC works with the grantees of more than 100 projects to develop performance measures that gauge grantee progress. Grantees provide status reports throughout their projects, and a final report detailing the outcome of each performance objective upon completion. The NHPRC develops appropriate measures to monitor success and works with grant projects already underway to ensure progress is made toward their respective goals. On the recommendation of the NARA Inspector General, we enhanced our assessment measures of the financial management performance of grantees and we now consider this element in appraising project success. This new measure means that we expect our percentage of successful grants to remain steady or to slightly decline in FY 2013 as grantees adjust to this new evaluation factor.

In FY 2009, we initiated our Founding Fathers Online pilot project, *Transcribing and Encoding the Founders Papers for Online Access*. This activity began in response to a Congressional committee report addressing concerns that the papers of America's Founding Fathers were not freely available online. In FY 2011, we planned to have completed a beta test site of the "Founders Online" web resource through a cooperative agreement with the University of Virginia Press. Challenges resulting from unexpected issues with the content and difficulty in website design delayed the availability of the prototype to February 2012 with final release of version one of the Founders Online website later in FY 2012. We anticipate that version one will include all the published papers of John Adams, Alexander Hamilton, Thomas Jefferson, James Madison, and George Washington. In FY 2013, the Founders Online web site will provide free public access to the published volumes of Benjamin Franklin and volumes published since 2012 of the papers of John Adams, George Washington, and Thomas Jefferson. In addition, the functionality of the site will be enhanced after a year of extensive user testing.

In FY 2011, we explored methods for making publicly available the preliminary transcriptions of the

historical documents of the Founders that have not yet been formally published. An analysis of the five Founders’ editorial projects has revealed a diversity of approaches to managing these transcriptions, and early public access to these documents may require several approaches. Still, we anticipate being able to add a minimum of 10,000 preliminary transcriptions in FY 2012 to the Founders Online web site. In FY 2013, we expect to add 20,000 preliminary transcriptions.

Key external factors The NHPRC rigorously evaluates grant applications on the basis of the relevance of projects to NHPRC’s strategic objectives and the ability of applicants to produce promised results.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for the percentage of closed grants achieving desired results.</i>	—	82	82	85	85	85
The percentage of closed grants achieving desired results.	81	82	92	87		

Milestones

FY 2010

- Online access to 5,000 unpublished transcriptions of the papers of James Madison and John Adams available.
- Report on status of remaining work on the Founding Fathers papers issued.
- Cooperative agreement for providing free online access to the published papers of the Founders — Adams, Franklin, Hamilton, Jefferson, Madison, and Washington — issued.

FY 2011

- Design of web site providing selected users with online access to published volumes of John Adams, Thomas Jefferson, James Madison, and George Washington completed.
- Cooperative agreement(s) to convert remaining unpublished transcriptions of Founders papers to a verified, encoded state issued.

FY 2012 Estimated

- Founders Online web site providing free public access to published volumes of the papers of John Adams, Alexander Hamilton, Thomas Jefferson, James Madison, and George Washington available in June 2012.
- Online access to 10,000 additional unpublished transcriptions of the papers of John Adams, Thomas Jefferson, James Madison, and George Washington.

FY 2013 Projected

- Online access to 20,000 additional unpublished transcriptions of the papers of John Adams, Thomas Jefferson, James Madison, and George Washington.
- Free public access to published volumes of Benjamin Franklin and volumes published since 2012 of the papers of John Adams, George Washington, and Thomas Jefferson provided through Founders Online web site.
- Functionality of Founders Online web site improved and user options enhanced.

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

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

- Long Range Performance Targets**
- 6.1 By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.
 - 6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).
 - 6.3 By 2016, 60 percent of NARA's positions are filled within 80 days.
 - 6.4 By 2016, NARA's telework rate is 100 percent of the last available reported Federal Government average rate.
 - 6.5 By 2016, public network applications are available 99 percent of the time.

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

- FY 12 Estimated Performance**
- Establish competency models for 85 percent of NARA's positions.
- FY 13 Projected Performance**
- Establish competency models for 95 percent of NARA's positions.
 - Assess competencies for 25 percent of NARA's positions.

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 ensure that staff have the skills and competencies they need to optimize individual and organizational performance.

Means and Strategies Having the internal staff capabilities to carry out the strategies in our Strategic Plan is vital to the success of the plan and the achievement of our mission. To ensure that staff have the right competencies at a sufficient level to perform their work, we are systematically examining NARA's occupations agency-wide to identify competency requirements at all levels and using this as the groundwork to improve many human capital functions. Once these competency models are identified, we will use them as the basis for such functions as recruitment, selection, performance management, succession planning, training and development of NARA staff. Specifically, we use the results of our competency modeling work to:

- Identify competencies needed upon entry into positions and develop assessments to evaluate applicants based on these competency requirements.
- Develop competency-based performance standards that clearly articulate performance expectations and hold staff accountable for achieving results.

- Assess the competencies of existing staff, identify skill gaps, and develop both short- and long-term strategies to close those gaps.
- Design training opportunities that will provide staff with the competencies needed to perform their jobs.
- Identify current and future workforce competency need and plan accordingly. Identify and communicate to staff paths for career progression and advancement throughout NARA and the Federal government.

Competency models describe the set of skills, knowledge, and abilities necessary for successful performance in a given job. As competency models were developed, we also developed competency based assessments, such as occupational questionnaires and interview guides resulting in faster turnaround of postings and an overall decrease in time-to-hire. Initially focused on developing competency models for our mission critical occupations—Archivists in the GS-1420 series and Archives Specialists and Technicians in the GS-1421 series—we expanded our competency development work to other critical occupations in FY 2011. To reach our target and identify competency models for all NARA occupations, we developed a comprehensive rollout plan prioritizing competency modeling work throughout FY 2012 and FY 2013. In FY 2011, we also created a draft leadership competency model applicable to all NARA leadership positions that will be finalized in FY 2012.

For FY 2012, we will complete competency gap assessments for all managers and human resource specialists using OPM’s tool. In addition, we will explore options for acquiring and developing a competency assessment tool. In FY 2013, we plan to finish competency modeling efforts. Information will be integrated into such tools as the eIDP and a career path tool to assist staff with identifying career paths and what is needed to pursue career aspirations. In addition, we will begin to complete competency assessments for each staff member, review results, and identify/develop training to start closing gaps.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<i>Performance target for percent of NARA positions with competency models</i>	—	—	—	60	85	95
Percent of NARA positions with competency models.	—	—	—	61		
Percent of permanent staff having staff development plans that link to strategic outcomes.	88	67	71	75		
Number of permanent staff having staff development plans that link to strategic outcomes.	2,223	1,748	1,920	2,075		
Number of permanent staff.	2,573	2,667	2,793	2,827		
Percent of staff having performance plans that link to strategic outcomes.	98	96	97	91		
Number of staff having performance plans that link to strategic outcomes.	2,510	2,570	2,734	2,604		

Milestones

FY 2008

- NARA Mission Critical Occupations (MCOs) 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

- Competency development work expanded to cover all positions in ISOO, our Modern Records Program office, and the Federal Records Center Director in our Office of Regional Records Services.
- NARA’s Strategic Human Capital Plan developed.

- FY 2010**
- Competency models for Office of Regional Records Services and Office of Information Services developed (excluding clerical positions).
 - Competency development work for Access Programs office and at least one additional area completed.
 - Structured interview question bank developed.
 - Physical ability test and writing sample assessment developed.
- FY 2011**
- Competency modeling for MCOs in remaining program offices expanded.
 - Competency modeling for Federal Records Centers developed.
 - Competency work for Education/Museum/Outreach positions developed.
 - Competency work for Presidential Libraries developed.
- FY 2012 Estimated**
- Leadership competency model finalized to cover all NARA leadership positions.
 - Competency work for remaining positions developed.
 - Competency assessment tool developed/purchased.
 - Assessment of competency gaps for managers and HR conducted.
- FY 2013 Projected**
- Assessment of competency gaps conducted.
 - Training to close gaps developed and administered.

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.

Long Range Performance Target 6.2 By 2016, the percentages of NARA employees in underrepresented groups match that of the Civilian Labor Force.

- FY 12 Estimated Performance**
- Increase the percentage of employees in underrepresented groups relative to their representation in the CLF.
 - Achieve 65 percent positive response rate in Annual Employee Survey (AES) questions referencing workforce diversity.
- FY 13 Projected Performance**
- Increase the percentage of employees in underrepresented groups relative to their representation in the CLF.
 - Maintain 65 percent positive response rate in Annual Employee Survey (AES) questions referencing workforce diversity.

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.

Our efforts in this area are guided by our annual Federal Equal Opportunity Recruitment Program (FEORP) Plan. Our FEORP Plan contains four multi-year strategic goals that together form the foundation of our recruitment strategy for women and minorities. These goals are:

- Ensure that FEORP goals are aligned with NARA's Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts;
- Expand the pipeline of women and minorities available for employment with NARA;
- Maintain a diverse high-performing workforce by effectively recruiting and retaining top talent; and
- Enhance staff development opportunities that prepare staff for upper level positions.

Each year, NARA identifies specific strategies that we will undertake to support our multi-year FEORP goals. Our strategies focus on expanding partnerships with minority-serving universities, education associations, and professional organizations; attending and networking at minority conferences and job fairs; encouraging the use of developmental assignments that provide on-the-job training opportunities for women and minorities; and ensuring that our FEORP goals and strategies are fully aligned with NARA's Strategic Human Capital Plan and, by extension, NARA's Strategic Plan. Progress against our FEORP goals and strategies is assessed each year as part of our human capital accountability efforts and the U.S. Office of Personnel Management's annual FEORP reporting requirement. In addition, our FEORP plan is revised each year to reflect our latest workforce demographics; specific strategies are updated as necessary to address any under-representation at NARA.

Although Hispanic, American Indian, Asian, and Hawaiian employment rates have increased at NARA since 2009, underrepresentation of Hispanics remains a particular challenge. Hispanics currently constitute 1.59 percent of NARA's workforce, far below their availability in the civilian labor force. To enhance representation of all underrepresented groups, we continue attending minority career events and hosting interns through our Summer Diversity Internship Program, placing a particular emphasis on groups and organizations that support the Hispanic community. During FY 2011, we garnered additional input for improving diversity by establishing a "Diversity Champions" initiative. Comprised of staff from across the agency, we are using these Diversity Champions to help identify and attend local diversity recruitment and outreach events, and to make recommendations for improving NARA's diversity and outreach efforts. In addition, we continue to focus our efforts on improving our performance in hiring and promoting people in underrepresented groups by expanding recruiting techniques, collecting and analyzing personnel management data, and implementing staff development programs.

In response to Executive Order 13548 signed July 26, 2010, NARA developed a Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities. In FY 2011, NARA appointed the Chief Human Capital Officer as the senior-level agency official responsible for overseeing the execution of this plan. Activities accomplished in FY 2011 include development of the Disability Resource Center—an intranet site that provides information and resources to employees and managers to support employment of persons with disabilities; and development of a survey to managers to identify barriers and obstacles to the recruitment, hiring, and retention of persons with disabilities within the Agency. Efforts are planned for the celebration of National Disability Employment Awareness Month with a kickoff Disability Resource Networking event, and a workshop planned for all employees on topics related to awareness of employment of persons with disabilities. Training is planned for hiring managers and supervisors on "Hiring Persons with Disabilities," emphasis on student hiring and student internship programs (including partnership with DOI's Workforce Recruitment Program), launch of a disability employment survey to managers and supervisors, and continued research on barriers to employment by

conducting focus groups. Also, in FY 2013, we plan to streamline the process for hiring managers as it relates to applicants with disabilities applying for jobs under the Schedule A authority. We will continue to provide information for NARA managers through NARA’s Disability Resource Center and provide online training on the reasonable accommodation process.

In an effort to instill greater accountability for diversity goals among NARA managers and supervisors, NARA developed and implemented two new critical elements for inclusion in all managerial and supervisory performance plans during FY 2011. While the first critical element addresses supervisory responsibilities for fostering employee engagement, managing human capital and the administrative aspects of the work unit, the second critical element addresses supervisors’ responsibilities for promoting equal employment opportunity, diversity and inclusion in the workplace. All managers and supervisors received mandatory training on these new critical elements, and we began using them in FY 2012 to formally hold managers and supervisors accountable for their performance in helping to promote and enhance diversity within NARA.

Also in FY 2012, NARA will begin efforts to develop a diversity strategic plan. The need for such a plan was identified by NARA from the results of the government-wide Employee Viewpoint Survey (EVS), and from follow-on action planning work undertaken by NARA staff and managers. Our EVS results indicated a need to improve our efforts in employee engagement and take a broad approach to improve diversity.

Key external factors Success here depends on qualified people in underrepresented groups applying for positions at NARA in response to our recruitment efforts.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of applicants.	5,559	6,362	6,803	9,143		
Number of applicants in underrepresented groups.	2,515	2,811	852	104		
Percent of applicants in underrepresented groups.	45	44	13	1		
Number of qualified applicants.	3,099	3,735	4,027	6,866		
Percent of qualified applicants in underrepresented groups.	52	48	15	1		
Number of best qualified applicants.	1,533	1,643	1,488	1,496		
Percent of best qualified applicants in underrepresented groups.	52	48	21	4		
Number of new hires.	334	309	199	121		
Percent of new hires in underrepresented groups.	49	57	37	25		
Summary of underrepresented groups of employees meeting target (checkmark indicates target met or exceeded)						
—Women	✓	✓	✓	✓		
—Black				✓		
—Latino-Hispanic				✓		
—Asian American/Pacific Islander				✓		
—American Indian/Alaskan Native				✓		
—Targeted disability	✓	✓	✓			
<i>Performance target for percentage of women relative to the CLF.</i>	—	—	89	91	93	95
Employment percentage of women relative to the CLF.	88	87	87	87		
<i>Performance target for percentage of black employees relative to the CLF.</i>	—	—	—	—	—	—
Employment percentage of black employees relative	289	279	273	265		

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
to the CLF.						
<i>Performance target for percentage of Latino-Hispanic employees relative to the CLF.</i>	—	—	—	18	20	22
Employment percentage of Latino-Hispanic employees relative to the CLF.	17	16	17	19		
<i>Performance target for percentage of Asian American employees relative to the CLF.</i>	—	—	—	74	78	80
Employment percentage of Asian American employees relative to the CLF.	61	59	64	70		
<i>Performance target for percentage of Pacific Islander employees relative to the CLF</i>	—	—	—	—	68	70
Employment percentage of Pacific Islander employees relative to the CLF.	0	0	65	128		
<i>Performance target for percentage of American Indian/Alaskan Native employees relative to the CLF.</i>	—	—	—	—	89	91
Employment percentage of American Indian/Alaskan Native employees relative to the CLF.	62	80	93	110		
Percentage of NARA employees with a targeted disability.	1.6	1.7	1.7	1.5		

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.

Milestones

FY 2010

- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA’s Summer Diversity Internship Program conducted.

FY 2011

- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA’s Summer Diversity Internship Program conducted.
- Awareness of NARA internship and employment opportunities increased, especially at events applicable to women and minorities.
- Diversity Champions outreach group established.
- New Supervisory Critical Elements implemented.
- Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities developed.

FY 2012 Estimated

- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA’s Summer Diversity Internship Program conducted.
- Awareness of NARA internship and employment opportunities increased, especially at events applicable to women, minorities and individuals with disabilities.
- Implement employee engagement efforts through affinity programs and/or focus groups to assess effectiveness of NARA internal programs, identify deficiencies, and develop strategy for improvements.
- Diversity Strategic Plan established.
- Disability resource provider event co-sponsored with HHS.
- Barriers identified for recruitment and retention for individuals with disabilities.
- Data collection methodology identified for new supervisory critical elements.
- On-going training resource identified for new supervisory critical elements.

- FY 2013 Projected**
- Continue employee engagement in identification of organizational challenges and remediate improvement measures already identified.
 - Diversity Strategic Plan implemented.
 - Assessment of new supervisory critical elements conducted. Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities implementation continued.

Long Range Performance Target 6.3 By 2016, 60 percent of NARA's positions are filled within 80 days.

- FY 12 Estimated Performance**
- 25 percent of NARA's positions are filled within 80 days.
 - Migrate to the Federal Personnel and Payroll System (FPPS).

- FY 13 Projected Performance**
- 40 percent of NARA's positions are filled within 80 days.

Outcome NARA workforce is properly staffed to accomplish agency mission.

Significance An effective hiring process enhances NARA's ability to reach the best talent in a competitive market in a timely manner. Proper workforce planning will decrease the lag time experienced when agency program offices need to commence, resume, or properly staff work vital to accomplish the agency's strategic mission and goals. Instituting hiring processes that simplify, facilitate, and support both manager and job applicant reduces the risk of losing potential NARA job seekers to positions external to the agency.

Means and Strategies In FY 2009, we developed NARA's Strategic Human Capital Plan, an instrument we use to document our goals and objectives for addressing the human capital challenges and opportunities we face. This plan defines how we will strategically manage our workforce both now and in the future to achieve NARA's strategic goals and objectives. We must focus on improving our performance in workforce planning to proactively identify and understand both short and long term organizational requirements. Knowledge of the strategic priorities of program offices assists in early identification of staffing requirements.

Effective recruitment and hiring practices directly impact our ability to reach the best talent in a competitive market. In FY 2010, as part of the Administration's overall agenda to reform recruitment and hiring, a Presidential Memorandum was issued—*Improving the Federal Recruitment and Hiring Process*—directing agencies to overhaul the way the Federal Government recruits and hires the civilian workforce. Since that time, we initiated efforts to reduce the "time to fill" vacancies, with the process workflow starting with the hiring manager's approval to fill a vacancy and ending with the employee's start date. As a result of these efforts, early FY 2012 data shows that 14.28 percent of positions were filled within 80 days. This was up from the final FY 2011 results of 9.67 percent.

We remain committed to implement process efficiencies to reduce this time and enhance the experience for hiring managers and applicants alike. NARA's leading challenge in the hiring process was our lack of an automated tool. We established a Human Resources (HR) Transformation Team in FY 2009 to oversee the upgrade of NARA's HR automation infrastructure and the implementation of specific actions to improve overall HR services including the timeliness to complete hiring actions in NARA. In FY

2011, we fully implemented the Office of Personnel Management’s (OPM) USA Staffing tool, an automated hiring solution that allows applicants to apply for NARA positions by completing an online application questionnaire. We are migrating to the Department of Interior National Business Center (NBC) as our new shared service center provider for human resources information technology and payroll services. Through NBC, we will implement two new systems in FY 2012. The first, NBC’s Federal Personnel and Payroll System (FPPS), is a fully integrated personnel and payroll system that will enable NARA offices to initiate, route, and approve electronic personnel actions online, fully automating the hiring process. The second, Quicktime, is a web-based timekeeping system.

Also in FY 2012, we will continue our ongoing efforts to identify barriers to timely hiring, and to develop remedial action plans with aggressive timeframes for resolution. A team of staffing specialists are currently investigating “under what conditions can a job be filled within 80 days.” The focus of this effort is to indicate what actions need to be taken by each stakeholder in the hiring process that will lead to a recruit action being filled within 80 calendar days. Our goal is to also identify what types of positions are not a best fit for the 80 day model based on factors such as the uniqueness of the position, difficulty in finding available candidates, etc. We implemented a new service delivery model for our HR staffing services, moving away from a “triage” approach to a more strategic approach where staffing teams are aligned directly with customer groups.

We re-examined the Time-to-Hire performance target, in light of NARA’s recent organizational realignment and resulting restructuring of the Office of Human Capital. With performance reaching only 9 percent for hires completed within 80 days in FY 2011, we decreased our FY 2012 target from 50 to 25 percent. However, leadership changes and additions within the Office of Human Capital are resulting in restructured and redesigned work processes. For example, we are revamping processes to encourage planning ahead with management to fill vacancies by having our Staffing and Recruiting office partner with management in the recruitment process. Early FY 2012 data shows improvements in our timeliness. Throughout FY 2012 and FY 2013, we will continue to track the response time and delays as we focus on stabilizing and standardizing processes that support filling positions within 80 days.

Verification and Validation

<i>Performance Data</i>	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of applicants.	6,362	6,803	9,143		
Number of applicants hired.	309	199	121		
Average number of days to fill position.	—	152	144		
<i>Performance target for percent of NARA’s positions filled in 80 days.</i>	—	30	40	25	40
Percent of NARA’s positions filled in 80 days.	—	12	10		

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.

Milestones

- FY 2009**
 - NARA’s Strategic Human Capital Plan developed.
- FY 2010**
 - NARA’s workforce planning process documented.
 - Current hiring process mapped, job opportunity announcements streamlined, and applicant notification process in place.
 - Action plan to mitigate the “time to fill” barriers implemented.
 - Staffing manager to manage the implementation and oversee operation of NARA’s USA

Staffing system hired.

- Backlog of hiring actions reduced.
- USA Staffing automated hiring tool fully implemented.

FY 2011

- NARA hiring reform action plan implemented, including KSA's eliminated, category rating utilized, hiring managers trained, and hiring reform resource intranet web page developed.
- Workforce planning materials developed and piloted with the Human Capital Office. HR staffing service model realigned from "triage" approach to specific customer-focused teams.

FY 2012 Estimated

- Comprehensive time to fill analysis to identify any continuing barriers with remedial action plans conducted and timeframes set for resolution established.
- Time standards for each step in the hiring process established and implemented and those standards integrated into staff performance plans.
- Conditions for meeting 80 day goal assessed.
- Hiring process map revamped with emphasis on proactive actions with management.
- Efforts to standardize position descriptions for common positions conducted.
- Use of "open continuous announcements" piloted to determine if they can help NARA cut its time-to-fill numbers.
- Systems migration from the General Services Administration's (GSA's) CHRIS/PAR/ETAMS personnel/payroll/timekeeping systems to the Department of Interior National Business Center's (NBC's) FPPS and Quicktime integrated personnel/payroll and timekeeping system completed.
- Workforce planning rolled out agency-wide.

FY 2013 Projected

- Department of Interior National Business Center's (NBC) Workforce Transformation. Tracking System/Entry on Duty System (WTTS/EODS) implemented.
- Staffing plans and budget process streamlined.
- Workforce planning program evaluated.
- Formal agency-wide succession planning process documented.

Long Range Performance Target 6.4 By 2016, NARA's telework rate is 100 percent of the last available reported Federal Government average rate.

FY 12 Estimated Performance • 12 percent of NARA's eligible staff participates in the telework program.

FY 13 Projected Performance • 15 percent of NARA's eligible staff participates in the telework program.

Outcome Telework enhances employee quality of life, boosts employee recruitment and retention and supports emergency situations.

Significance We recognize the importance of non-traditional work arrangements as a way to enhance the quality of employee work life. In addition, telework is a tool we can use to help recruit and retain the best workforce, improve the productivity of our workforce, decrease impediments to the productivity of our workforce, and prepare for and cope with emergency situations.

Means and Strategies In accordance with Public Law 106-346 § 359, each Executive agency shall establish a policy under which eligible employees of the agency may participate in telecommuting to the maximum extent possible without diminished employee performance. Further legislation followed this mandate with specific direction to certain agencies to increase telework participation by specified amounts.

NARA established its telework program in August 2006. We recognize this work arrangement as a way to not only enhance the quality of work life, but also as a recruitment and retention tool, and an important part of our continuity of operations program. We continue to support the integration of telework into agency operations; however, more than 70 percent of NARA’s positions have been identified as ineligible for telework due to the nature of the duties and functions. Office of Personnel and Management (OPM) telework guidance specifically outlines restrictions that define positions that are not eligible to telework. For example, barriers identified range from positions that require working with classified materials to working with IT security issues to responsibilities requiring face-to-face personal contact.

In FY 2011, we hired a Work-life Wellness coordinator who serves as the telework program manager and is responsible for consistent program policy and accuracy of metrics and data tracking. We improved communications and developed a marketing strategy to increase the visibility of the telework program and help illustrate the business case for supporting telework, however, the participation rate still does not reach our goal. In late FY 2011, we began work on a Telework Directive and began avid marketing and communication to increase participation. We will implement an action plan to incorporate methods for collecting feedback on participation rates, satisfaction with telework, and impact on recruitment and retention. We will continue to review telework activities, provide assistance to timekeepers to improve data accuracy, and provide support to program areas to increase telework opportunities.

To ensure robust Internet access and IT infrastructure, we will continue to support NARA’s growing need for teleworker access to specific business applications while ensuring their operational security. The successful completion of internet access and IT infrastructure improvement projects such as the Trusted Internet Connection (TIC), will also contribute significantly to the accessibility and availability of NARA holdings and applications for the public, as well as NARA staff.

Verification and Validation

<i>Performance Data</i>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Percent of eligible Federal Government workers who could telework.	—	—	28	26		
<i>Performance target for percent of eligible NARA employees who telework.</i>	—	—	15	15	12	15
Percent of eligible NARA employees who telework.	—	—	16	23		
Number of telework hours worked by eligible NARA employees(in thousands)	—	—	63.8	112.9		

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

Long Range Performance Target 6.5 By 2016, public network applications are available 99 percent of the time.

- FY 12 Estimated Performance**
- Public network applications are available 98.87 percent of the time.
 - Develop a plan to host NARA e-mail through an approved cloud service provider.
 - Implement wireless capability at remaining Presidential Libraries.

FY 13 Projected Performance

- Public network applications are available 98.88 percent of the time.
- Implement at least two cloud-based solutions for applications that directly benefit public users of NARA records and resources.

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.

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 the work of the Federal government. NARA's Enterprise Architecture (EA) focuses on integrating technology planning with business planning. In general, the EA will facilitate the achievement of all six transformational outcomes of NARA's "A Charter for Change: Charting the Course." The EA is used to:

- Determine the agency's business requirements for information systems;
- Assess how best to partition information technology systems across the enterprise to ensure interoperability, reuse, and standardization; and
- Plan how to integrate and deploy information systems and technology to business users.

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. Also, we risk 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 Web 2.0 and 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. With the introduction of new technologies, we must remain steadfast in our efforts to maintain the integrity and security of our systems and data.

In FY 2010, the Federal CIO recommended that agencies consider cloud-based solutions when making technology-related decisions. Cloud computing offers benefits such as shared computing services, shared access and use of data by a variety of user groups, cost savings designed service plans, and accessibility from any networked computer, to name a few. We began working with two agencies to conduct a cloud-based pilot e-mail solution, however, in FY 2011, one partner was unable to continue the agreement due to funding reductions. NARA will pursue and evaluate cloud-based e-mail solutions from FISMA-compliant vendors for possible implementation.

In addition to supporting public network applications and ensuring their security, successful implementation and deployment of many NARA initiatives, including ERA, is dependent upon a robust, reliable, stable, scalable, and high performance technology infrastructure. NARA's infrastructure consists of the following components and services: servers, the wide area and local area networks, desktop and laptop computers, e-mail, Internet access, Intranet platforms, mobile devices, and storage. The NARA IT infrastructure is the foundation for secure and reliable computing. The current infrastructure includes support of 44 sites, nearly 5,000 workstations and telephone sets, more than 260 servers in addition to the network, email, security, and operation and system management tools.

We need to ensure the continuous improvement in the performance of the infrastructure to meet business requirements. As part of this, we upgraded our Local Area Network (LAN) services and desktop capabilities in 2011. We conducted a review of the current state of technology and business services against current and future requirements, based on requirements, technology maturity and commercial availability. The review resulted in upgrades to our e-mail, network operations and desktop operating systems, and productivity tools as well as technology for social media, collaborative groupware, and smart phones. In addition, NARA will review the implementation of its wireless network to see how it can better meet the needs of its researchers and staff. These services will be upgraded as appropriate.

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>	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Percent of public network availability.	100	100	100	100		
<i>Performance target for percent availability of public applications.</i>	98.83	98.84	98.85	98.86	98.87	98.88
Percent of public applications availability.	99.5	99.5	99.7	99.5		
Number of total hours that any public network application was unavailable.	424	414	305	459		
Number of network users for public applications (in millions).	6.9	6.8	2.6	2.3		
Cost per visit to public applications.	\$0.40	\$0.45	\$1.24	\$1.84		
Percent of customer's highly satisfied with NARA helpdesk services (average for year).	83	87	87	83		

Milestones

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

- NARA Information Technology and Telecommunications Support Services contract awarded.
- Strategy and Concept of Operations for integration and management of remote access for mobile users developed.
- Network bandwidth and capabilities for digitized voice services increased.
- Telephone infrastructure upgraded.

FY 2010

- Service level agreements under the NITTSS contract across the enterprise implemented.
- Agency wide data dictionary with metadata from major mission-related systems updated.

- FY 2011**
- Enterprise Storage Network Infrastructure implemented.
 - Local Area Network (LAN) services solution implemented.
- FY 2012 Estimated**
- Results and feasibility of cloud-based pilot e-mail solution determined for possible implementation.
- FY 2013 Projected**
- Two cloud-based solutions for applications that directly benefit public users of NARA records and resources implemented.

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

Definitions NARANET: a collection of local area networks installed in 44 NARA facilities that are connected to a Multi-Protocol Label Switching (MPLS)-enabled network and with access 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.