NATIONAL ARCHIVES

Preserving the Past to Protect the Future

2011 Performance and Accountability Report

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

A Message from the Archivist of the United States

I am pleased to present the National Archives and Records Administration's Performance and Accountability Report for FY 2011. This report is one of the many ways we demonstrate our commitment to openness and transparency about NARA's operations—by sharing the results of our progress towards the goals in our Strategic Plan and informing you of how we used our resources during Fiscal Year 2011.

NARA's role in our democracy is clear and simple—we are the nation's record keeper. We safeguard and preserve the records of our national government so our citizens can use them and learn from them now and many years from now. These records, representing only 2 to 3 percent of all those created by Federal departments and agencies, include billions of records both in traditional and electronic formats in 44 locations across the country. Increasingly, many of our holdings are available online.

This has been a remarkable year for NARA. Not only did we make progress on important programs, we did this while beginning a complete transformation of the agency. A staff-driven transformation of the agency to better align ourselves with our customers, this five-year process is intended to modernize the agency and increase our efficiency and effectiveness in a time of increasingly austere budgets. A new organizational structure attempts to eliminate stovepipes and duplicate processes, and makes NARA more nimble and responsive to our stakeholders. Six new transformation goals (described in more detail on page 3) provide us a new lens through which to view our strategic goals, fostering new, creative ways to approach our work. These are exciting times for the agency as we work to ensure that NARA's mission of preserving and providing access to Federal Government records created in past centuries remains relevant in the 21st century.

You will find more information about our work throughout this report. Highlighting our accomplishments during the past year, we:

- Completed development work on our Electronic Records Archives (ERA) on September 30, 2011, and expanded ERA's use to more Federal agency users. In addition, we selected an operations and maintenance (O&M) contractor to ensure the continued operation of the system during the O&M phase, which began October 1, 2011. The contractor will also help us provide for the system's evolution as we adapt to emerging needs and inevitable changes in technology and software.

- Took occupancy of the new National Personnel Records Center in St. Louis, which has the capacity to store 2.3 million cubic feet of records. Holdings include more than 100 million Official Military Personnel Files (OMPF), Organizational and Auxiliary files, and Official Personnel Folders (OPF) of former civilian Federal personnel who separated prior to 1973.

- Launched the Online Public Access prototype, the public portal that provides access to digitized records and information about our records. OPA was part of our flagship Open Government Initiative.

- Redesigned *Archives.gov*, our public website, with the help of the public and National Archives staff. Another part of our flagship Open Government Initiative, the new *Archives.gov* provides a streamlined look and feel to our popular content-rich site.

- Developed a proactive relationship with Wikipedia, as part of our growing online presence. By having the permanent records of the Federal Government available through Wikipedia, we hope to reach children, genealogists, educators, researchers, and members of the public who may never have come to the National Archives or seen our website to view our holdings.

- Committed to making NARA facilities as environmentally friendly as possible. Last year's White House *Lean, Clean, and Green Award* recognized our significant steps in making NARA energy efficient. With further new initiatives, we strive to make NARA an environmental sustainability model for other Federal agencies.

We also made strides in ensuring that our resources are well managed with the proper oversight. I can provide reasonable assurance that the performance data in this report is reliable and complete. I am also able to provide a qualified statement of assurance that, with the exception of six material weaknesses—holdings protection, information security, inventory control over artifacts in the Presidential Libraries, archival records preservation, and traditional records processing, and overstatement of prior year unfilled customer orders—NARA's internal controls are achieving their intended objectives, as defined by the OMB Circular A-123. This assessment is based on results of audits and evaluations conducted by the Government Accountability Office (GAO), NARA's Office of Inspector General (OIG), management control evaluations, and other written evaluations conducted in each of NARA's offices and staff organizations. It is also based on executive leaders and management's knowledge of the daily operations of NARA programs and systems. Finally, I have also relied upon the advice of our Inspector General concerning this statement of assurance.

To address our material weaknesses, NARA staff created and will implement individual action plans. Additional details on these action plans, as well as progress made during FY 2011, are found in our Federal Managers' Financial Integrity Act (FMFIA) report located in the appendix.

NARA looks forward to reporting further progress to the Nation and our partners as we strive to effectively achieve our mission and work to ensure that the citizens of our country are free to inspect, use, and learn from the records of the Government. Over the next several years, as NARA staff work interactively to transform the agency to better serve the citizens, we hope to further engage you in the conversation.

David S. Ferriero
Archivist of the United States

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Kathleen Lietzau (Foundation) talks with a visitor about membership. (Photo by Earl McDonald)

SECTION 1
MANAGEMENT'S DISCUSSION AND ANALYSIS

Introduction

This Performance and Accountability Report represents the culmination of the National Archives and Records Administration's (NARA) program and financial management processes, which began with strategic and program planning, continued through the formulation and justification of NARA's budget to the President and Congress and through budget execution, and ended with this report on our program performance and use of the resources entrusted to us. This report was prepared pursuant to the requirements of the Chief Financial Officers Act, in accordance with the Reports Consolidation Act of 2000 and mandated by the Accountability of Tax Dollars Act of 2002, and covers activities from October 1, 2010, through September 30, 2011.

How to Use This Report

This report has four major sections:

- **Management's Discussion and Analysis**

  Look here for the highlights of our agency-wide performance and use of resources in FY 2011. You also will find information on the strategies we use to achieve our goals and the management challenges and external factors that affected our performance.

- **Performance Section**

  Look here for details on our performance by strategic goal and long-range performance targets in FY 2011. This section covers our targets, how and why we met or did not meet them, and explanations of how we assess our performance and ensure the reliability of our data. Also included are information on evaluation of NARA programs and our evaluation of Federal agency compliance with Federal Records Management policy. In assessing our progress, we are comparing actual results against targets and goals set in our annual performance plan, which we developed to help us carry out our Strategic Plan. Our complete set of strategic planning and performance reports is available on our web site at *http://www.archives.gov/about/plans-reports/.*

- **Financial Section**

  Look here for our FY 2011 audited consolidated financial statements and notes, required supplementary information, and the reports from our independent financial auditor and our Inspector General.

- **Other Accompanying Information**

  Look here for our Inspector General's assessment of our agency's management challenges and our Financial Manager's Financial Integrity Act (FMFIA) report.

About NARA

The National Archives and Records Administration is our nation's record keeper. An independent agency created by statute in 1934, NARA safeguards the records of all three branches of the Federal Government. Our job is to ensure continuing access to essential documentation and, in doing so, we serve a broad spectrum of American society. Genealogists and family historians; veterans and their authorized representatives; academics, scholars, historians, business and occupational researchers; publication and broadcast journalists; 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; students and teachers; and the general public—all seek answers from the records we preserve.

Our Vision

As the nation's record keeper, it is our vision that all Americans will understand the vital role records play in a democracy, and their own personal stake in the National Archives. Our holdings and diverse programs will be available to more people than ever before through modern technology and dynamic partnerships. The stories of our nation and our people are told in the records and artifacts cared for in NARA facilities around the country. We want all Americans to be inspired to explore the records of their country.

Our Mission

The National Archives and Records Administration 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.

Kara Evans and Lauren Hays re-shelve boxes in the stacks at the National Archives at Kansas City.

Our Strategic Goals

NARA's strategic goals are set forth in our 10-year Strategic Plan, updated in September 2009, and covering the period FY 2010 through FY 2016. This plan acknowledges recent achievements, assesses new challenges facing us, and commits us to measure our value to the taxpayer by setting aggressive outcome-oriented performance targets.

Our six strategic goals are:

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

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

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

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

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

6: We will equip NARA to meet the changing needs of our customers.

NARA's Transformation

To meet the President's call to reorganize government to give the people "a government that's more competent and more efficient," we are working to reinvent ourselves to meet the demands of the digital age. NARA began a major transformation during FY 2011, which will take several years to complete. Part of that transformation includes a restructuring of the organization to better serve the American people and the Government, with an emphasis on living the principles of Open Government—transparency, participation, and collaboration. To effect these changes, we needed to clarify our values as an organization:

- We are a diverse staff unified by our strong commitment to protect records, help people use them, and support an open and responsive government.
- We want to do our personal best and make our agency the world's best archives.
- We believe in:
  - **An open, inclusive work environment** —built upon respect, communications, integrity, and collaborative team work.
  - **Encouraging creativity and investing in innovation**—to build our future
  - **Pursuit of excellence through continuous learning** —becoming smarter all the time about what we know and what we do in service to others.

We commit to these values as the path to achieving NARA's six Transformational outcomes. These six transformations must be achieved in the next five years to meet the challenges of the future, improve performance and management, and better serve the American people.

- *One NARA*—We will work as one NARA, not just as component parts.
- *Out in Front*—We will embrace the primacy of electronic information in all facets of our work and position NARA to lead accordingly.
- *An Agency of Leaders*—We will foster a culture of leadership, not just as a position but as the way we all conduct our work.

- *A Great Place to Work.* – We will transform NARA into a great place to work through trust and empowerment of all of our people, the agency's most vital resource.
- *A Customer-Focused Organization.* – We will create structures and processes to allow our staff to more effectively meet the needs of our customers.
- *An Open NARA.* – We will open our organizational boundaries to learn from others.

Our Organizational Structure

We carry out our mission through a national network of archives and records services facilities stretching from Washington, DC, to the West Coast, including Presidential Libraries documenting administrations back to Herbert Hoover. Additionally, we publish the *Federal Register,* administer the Information Security Oversight Office (ISOO) and the Office of Government Information Services (OGIS), and make grants for historical documentation through the National Historical Publications and Records Commission (NHPRC). We preserve and make available, in response to hundreds of thousands of requests, the records on which the entitlements of citizens, the credibility of Government, and the accuracy of history depend. More and more people are using our services and gaining access to our records through the Internet, whether by requesting copies of records through *Archives.gov*, commenting on regulations at the Government-wide site *Regulations.gov*, searching online databases of records and information, interacting with us through a growing suite of social media sites, or engaging in a host of other activities through *Archives.gov*. We continue to encourage this trend, by adding online services and fully embracing open government through a wide range of initiatives.
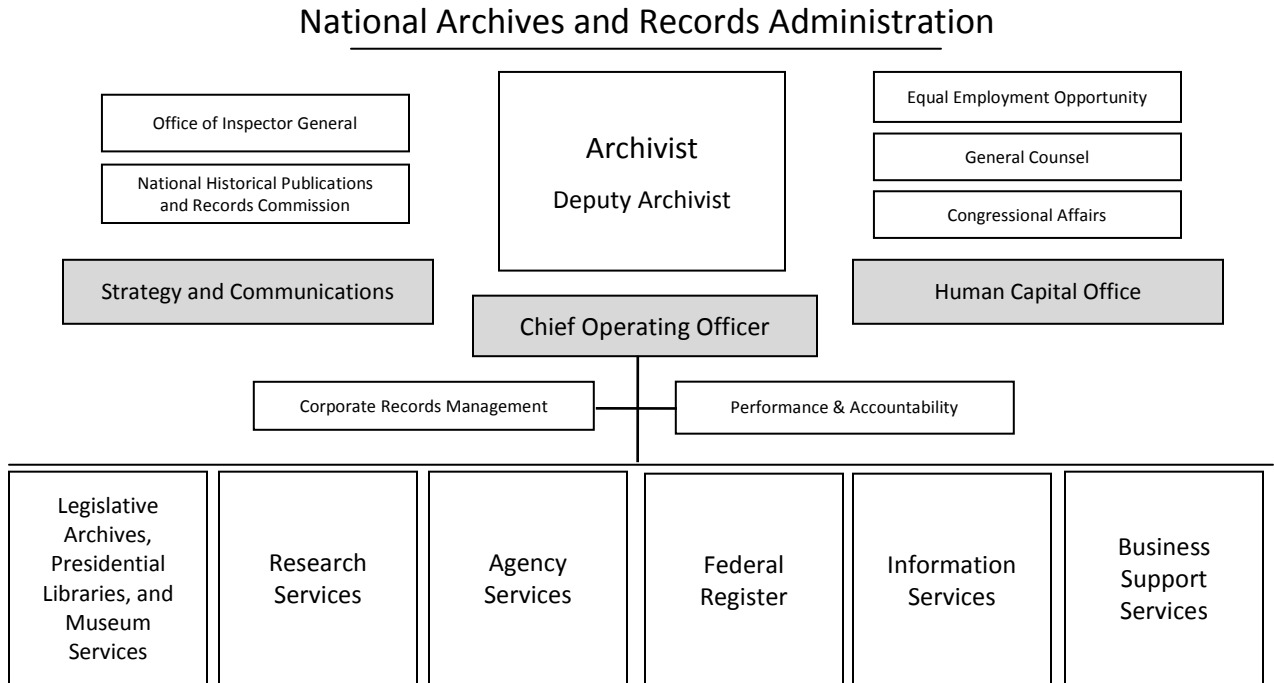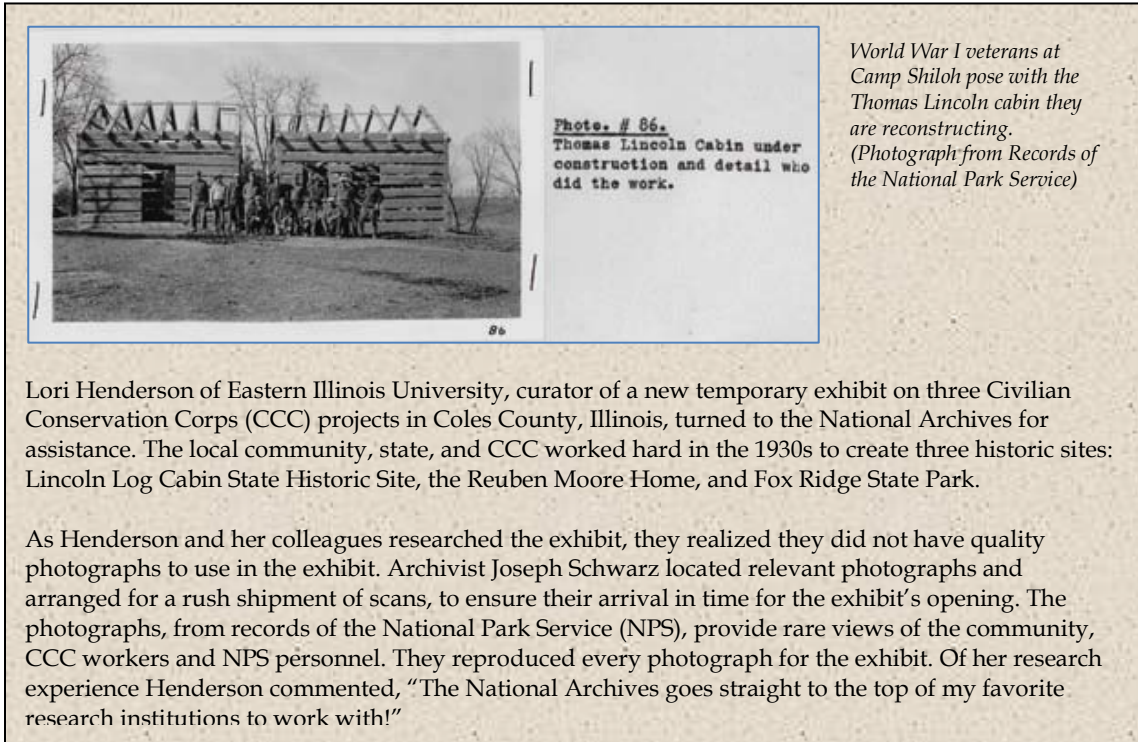
National Archives and Records Administration

Figure 1. NARA's Organization Chart (as of September 30, 2011)

World War I veterans at Camp Shiloh pose with the Thomas Lincoln cabin they are reconstructing. (Photograph from Records of the National Park Service)

Lori Henderson of Eastern Illinois University, curator of a new temporary exhibit on three Civilian Conservation Corps (CCC) projects in Coles County, Illinois, turned to the National Archives for assistance. The local community, state, and CCC worked hard in the 1930s to create three historic sites: Lincoln Log Cabin State Historic Site, the Reuben Moore Home, and Fox Ridge State Park.

As Henderson and her colleagues researched the exhibit, they realized they did not have quality photographs to use in the exhibit. Archivist Joseph Schwarz located relevant photographs and arranged for a rush shipment of scans, to ensure their arrival in time for the exhibit's opening. The photographs, from records of the National Park Service (NPS), provide rare views of the community, CCC workers and NPS personnel. They reproduced every photograph for the exhibit. Of her research experience Henderson commented, "The National Archives goes straight to the top of my favorite research institutions to work with!"

Personnel on Board*

All funds as of September 30, 2011	Washington, DC, Area			Other NARA Locations			Nationwide Total		
Programs	Full—Time Perm	Other	Total	Full—Time Perm	Other	Total	Full—Time Perm	Other	Total
Presidential Libraries	30	2	32	393	82	475	423	84	507
Legislative Archives, Presidential Materials, & Public Programs	91	13	104	13	1	14	104	14	118
Research Services	612	108	720	159	46	205	771	154	925
Agency Services	402	18	420	1,135	305	1,440	1,537	323	1,860
Electronic Records Archives	44	0	44	2	5	7	46	5	51
Federal Register	82	0	82	0	0	0	82	0	82
Office of Inspector General	31	0	31	0	0	0	31	0	31
Total	**1,292**	**141**	**1,433**	**1,702**	**439**	**2,141**	**2,994**	**580**	**3,574**

* Admin Staff distributed across Program Offices

An Overview of the Challenges Facing NARA

The citizens of the United States depend on the work the National Archives and Records Administration does to protect and preserve records that document their rights as citizens and the work of Government. Not all citizens may realize that NARA exists, but they assume someone is protecting the Government's records for their use when needed. NARA's customers represent a diverse group of people from various backgrounds, cultures, and disciplines; and they trust that the records we maintain are authentic, available, and accessible to serve a broad spectrum of needs.

Never before has NARA's work been more important. At a time when distrust and anger with the workings of Government are daily fodder for news stories, NARA's ongoing commitment to a culture of openness and putting the customer at the center of its efforts is hopefully seen as a ray of hope by the people it serves. During the last year, NARA began a process of transformation that will result in an organization realigned to focus even more on the customer. The new organization brings together like services across the country for the first time in a new configuration that reduces redundancy, is more efficient, and is designed to improve the user experience.

Archivist Glenn Longacre shows the visiting delegates and Douglas Bicknese a court document written by Abraham Lincoln when he was an attorney. (Photo by Katie Dishman)

As we better understand our customers' needs through new perspectives afforded us by a realigned organization, we increasingly seek opportunities to communicate more efficiently and effectively with the public — to learn from our customers — to help us more effectively deliver records they need. Government agencies also depend on NARA's records management assistance and guidance to help them more effectively carry out their missions and to ensure that permanently valuable agency records are identified and transferred to NARA's legal custody and protection.

As the volume of the Government's records continues to grow and the electronic formats in which records are created continue to proliferate, the challenges we face to achieve our core goals increase. Below are our most pressing challenges:

- Two high profile thefts in the last year point to a continuing need for vigilance in protecting our holdings, balancing the need for access to the holdings with the need to secure them. As the variety of media we protect changes, we must constantly adapt our understanding of how to best secure information, protect the integrity of the content, and ensure that any restrictions on use are properly honored so that the records may be used promptly and easily now and in the future.

- We must identify and address the deficiencies that compromise effective records management across the Federal Government. Because our mission includes ensuring access to records for Government officials and the American public, the new technological environment in which NARA operates places us squarely at the center of intergovernmental electronic records challenges. We face new kinds of records management issues raised by this continued growth and dependence on an electronic Government. To fulfill our

Jenny Dubin-Rhodin works on filing records at the National Archives at New York. (Photo by NY Archives staff)

leadership role in the electronic records environment, NARA is transforming from an agency focused on the management of paper to one focused on the management of information in a variety of electronic formats.

- We must tackle storage and space issues that challenge us in housing and preserving historically valuable records transferred to our custody. The preservation challenges that are a fact of life in an archival institution also are growing more complex, so we face new facility and technological challenges in preserving paper, electronic, special media, and artifacts. While we search for solutions to complex challenges, we must also serve the daily needs of the Federal Government and the public. NARA plays a unique role in the safe, secure operation of our government and in preserving our democratic ideals. We cannot slow or stop our daily work to wait for longer term solutions.

- With NARA's Electronic Records Archives (ERA) system moving into its O&M phase on October 1, 2011, we must work closely with agencies to expand their use of ERA. We must listen carefully to our customers to learn how to best evolve ERA for the future.

- We must lead the National Declassification Center and work with other equity agencies to streamline the review and declassification of records more than 25 years old under Executive Order 13526 and ensure that declassified records are released to the public as soon as possible. We must meet the 2013 deadline to address referrals and quality assurance problems to permit public access to the more than 380 million pages of archival holdings previously subject to automatic declassification.

Some challenges are easily overcome and an organization can move on to the next one. Others require longer term solutions, or will remain through the life of the organization. In an appendix, NARA's Inspector General has identified ten challenges that reflect the themes identified by NARA management.

Performance Highlights

Using the National Archives and Records Administration in FY 2011

Every day, thousands of people use NARA's records and services in multiple ways. Among these people are educators and their students at all levels, a history-minded public, veterans and their families, family historians, the media, the archival community, Federal employees and the Congress, and a broad spectrum of professional associations and researchers in fields that include political science, law, history, library and information services, and genealogy. The following table displays some of the ways our users interacted with NARA in FY 2011.

	Researcher Visits	Written Requests	Public Program Attendees	Exhibit/ Museum Visitors	Online Visits
Federal Register	–	277	163	–	318,004,054*
Legislative Archives	–	803	–	–	–
National Personnel Records Center	2,064	1,218,209	406	0	–
Nationwide Records Mgmt Training	–	–	6,172	–	–
National Archives at Anchorage	819	333	746	0	–
National Archives at Atlanta	3,628	2,871	7,640	5,909	–
National Archives at Boston	3,979	2,312	3,191	1,319	–
National Archives at Chicago	2,231	4,086	1,594	1,883	–
National Archives at College Park	48,297	22,117	1,759	0	–
National Archives at Denver	3,249	394	1,789	0	–
National Archives at Fort Worth	4,191	3,241	18,295	0	–
National Archives at Kansas City	2,572	3,722	8,073	14,774	–
National Archives at New York	4,372	3,456	5,559	0	–
National Archives at Philadelphia	3,628	1,421	7,245	159	–
National Archives at Pittsfield	2,462	725	2,250	16	–
National Archives at Riverside	2,250	3,502	8,093	0	–
National Archives at San Bruno	2,782	2,949	870	334	–
National Archives at Seattle	2,804	1,322	1,665	156	–
National Archives at Washington	29,142	6,526	**52,335	1,044,103	–
Totals	**118,470**	**1,278,266**	**127,845**	**1,068,653**	**–**
Presidential Libraries					
Hoover	358	1,143	21,922	44,886	279,440
Roosevelt	1,193	2,055	22,034	93,332	***270,344
Truman	676	2,423	37,874	63,364	2,497,036
Eisenhower	1,352	2,724	36,827	172,756	752,568
Kennedy	1,305	3,803	61,227	219,341	2,861,053
Johnson	1,463	2,883	20,263	257,590	1,263,761
Nixon	1,139	782	15,866	81,738	1,175,539
Ford	715	1,118	143,417	218,167	1,246,361
Carter	907	801	15,241	49,756	995,051
Reagan	957	507	46,623	367,506	1,391,409
Bush 41	747	1,374	144,895	120,346	606,993
Clinton	151	1,331	181,238	291,471	547,709
Bush 43	–	1,457	0	0	797,934
Presidential Library Other****	–	136	–	–	5,120
Presidential Libraries Total	**10,963**	**22,537**	**747,427**	**1,980,253**	**14,690,318**
Archives.gov	–	–	–	–	17,340,754
Our Documents.gov	–	–	–	–	1,569,277
GRAND TOTAL	**129,433**	**1,300,803**	**875,272**	**3,048,906**	**33,600,349**

* Measurement methodology for counting *Online Visits* for *Federal Register* documents differs from other *Online Visits* counts. *Federal Register* Online Visits are not included in table totals.
** *Public Programs Attendees* for the National Archives at Washington includes all Washington, DC, area programs.
*** *Online Visits* for Roosevelt Presidential Library does not include visits to the online digital archives segment of their website.
**** *Presidential Library Other* covers general requests to the Office of Presidential Libraries and Presidential Materials Staff, and visits to Clinton websites hosted centrally.

Performance Overview

We break down our strategic goals into long-range performance objectives and set annual targets and goals in our Annual Performance Plan each year. The following chart provides a synopsis of our FY 2011 performance. Highlights of some of this year's major accomplishments under each strategic goal follow the chart.

Snapshot of 2011 Performance

Strategic Goal 1: Managing the Government's Records
Results: We met 1 out of 2 performance measures (1.2 and 1.4 not measured this year)

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.							

1.1: By 2016, 50 percent of agencies achieve passing scores for compliance with Federal records management policy.
1.2: By 2012, 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.

Performance Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	*2011 Target*	2011 Actual
Percent of agencies achieving a passing score for compliance with Federal records management policy	–	–	–	22	6	*15*	10
Percent of Federal agency customers that are highly satisfied with NARA records management services	78	81	–	81	–	–	–
Percentage point growth in records management transactions in the Federal Records Centers	–	–	–	–	2.3	*1*	1.6
High Priority Measure: Percent of requests for military personnel records answered in 10 working days or less (target 85 percent by 2012)	61	59	72	70	70	*85*	77

In September 2011, before the General Assembly of the United Nations, President Obama reported on the United States National Action Plan for the International Open Government Partnership. The Plan states that "The backbone of a transparent and accountable government is strong records management that documents the decisions and actions of the Federal Government." Good government cannot be held accountable if it does not preserve—and cannot find—its records. The exponential growth of electronic records poses multiple challenges. NARA has been working with determination to provide leadership in finding in solving the Federal Government's records management challenges.

As part of NARA's transformation, we established the first Chief Records Officer (CRO) for the U.S. Government to lead records management throughout the Federal Government, especially with regard to electronic records management. The new CRO

organization reinvigorates the service components related to electronic records management and establishes an inspection function that had not been in place at NARA. In addition, a new policy analysis and enforcement team within the CRO's organization conducts records management oversight and analysis activities of Federal agencies' records management programs. Also, a permanent records capture team has the responsibility of working with Federal agencies to identify gaps in accessioning and bring into the National Archives the permanently valuable records of the Federal Government, with an emphasis on permanently valuable electronic records.

We continued our program for annual agency self-assessments of Federal records management programs, targeted inspections by NARA staff, and reporting standards for making public our findings. We conducted our third annual self-assessment in FY 2011, reaching 247 cabinet-level Federal agencies and their components, and independent agencies, for an 89 percent agency participation rate. The report will be issued in early FY 2012. Initial results indicate only 10 percent of Federal agencies fall into the low risk category for records management. The 2010 report *Records Management Self-Assessment 2010: An Assessment of Records Management Programs in the Federal Government* can be found at http://www.archives.gov/records-mgmt/pdf/rm-self-assessmemt.pdf. The results of each year's assessment are used to identify key areas to target for inspection.

As part of our oversight responsibilities, we continued our inspection initiated in 2010 with the Office of the Secretary of Defense (OSD). We approved OSD's action plan and provided advice on implementation of their plan. We also continued our work with the National Geospatial-Intelligence Agency (NGA) component responsible for the preparation of mapping products, and extended that oversight to 20 offices in three regional areas.

For five school years the National Archives at Philadelphia has partnered with Constitution High School in Philadelphia. From its beginning in 2005-06, the school has made NARA's archival research facility and holdings, education offerings (teacher and students) and the National History Day (NHD) Philadelphia program an integral part of the curriculum for each student. The NHD Philly program is a collaboration among 40 cultural partners and is led by NARA at Philadelphia. The school is the only public school in Philadelphia that has made *Historiography* (the study of history) a core requirement. Every Constitution High School student has performed at least one NARA rotation and multiple rotations through NHD Philly. The partnership with Constitution High School is an exceptional fit for NARA because the school's core belief mirrors the way the agency supports community and national education initiatives in its operations across the country.

Constitution High School 2011 First Place Performance winners at NHD Philly Regional Competition (Project: La Armistad). (Photo courtesy NHD Philly)

We continued with enhancements to the Archives and Records Center Information System (ARCIS), NARA's online portal through which agencies conduct business with

our Federal Records Centers. We developed functionality of the customer portal with the addition of records transfer capability, user administration, and agency controlled user access. With the deployment of ARCIS throughout the regions, our customers are able to submit electronic reference requests. Housing and Urban Development (HUD) began submitting reference requests through an automated process that requires no human data entry, saving NARA and HUD hundreds of hours of staff time that used to be spent on this exchange. We continue to improve the capabilities of this system to enhance the user experience.

Timely responses to requests from our customers are important to NARA. Our National Personnel Records Center (NPRC) responds to more than one million written requests each year from former members of the military services, various Federal, state, and local government agencies, historians, genealogists, researchers and other requesters. Improved response time for requests for military personnel records is an agency high priority goal for NARA. Despite our best efforts, we failed to achieve our target of
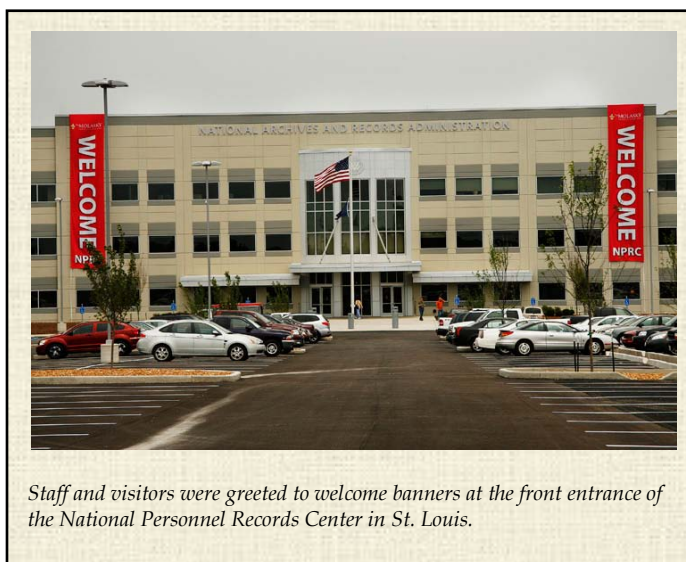
Staff and visitors were greeted to welcome banners at the front entrance of the National Personnel Records Center in St. Louis.

85 percent of military personnel records responded to within 10 working days. Instead, we responded to 77 percent within 10 working days, achieving a new high percentage in a year in which we moved to a new facility. A continuing challenge is reconstructing service records from World War II and Korean War records that were lost or damaged in a 1973 fire in St. Louis. We rebuild these records from other sources upon request, but it is a time-intensive effort, often taking months to reconstruct a single record. If we look at only our responsiveness to military separation requests (DD-214s), we answered 93 percent in 10 working days or less.

After monitoring usage trends in our public research rooms in our Federal Records Centers, we decided to close 12 rooms at the end of FY 2011. Since we are no longer receiving new transfers of bankruptcy case files from courts because of electronic filing, usage of these rooms had declined. Where space was shared with public research of archival records, those rooms remain open to public research.

Strategic Goal 2: Preserve and Process the Nation's Records
Results: We met 3 out of 7 performance measures.

Goal 2: We will preserve and process records to ensure access by the public as soon as legally possible

2.1: By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.
2.2: By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.
2.3: By 2012, 90 percent of agency declassification 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.

Performance Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	*2011 Target*	2011 Actual
Percent of transfers of targeted archival records received at the scheduled time	–	–	40	21	27	*40*	20
Percent of archival holdings that have been processed to the point where researchers can have efficient access to them	–	21	30	41	47	*55*	53
Percent of agency declassification reviews that receive high scores as assessed by ISOO	–	–	36	53	67	*80*	81
Number of pages completing quality assurance for declassification processing (in millions) since January 1, 2010	–	–	–	–	–	*100*	108
Annual number Presidential pages scanned (in thousands)	506	512	519	545	531	*500*	831
High Priority Measure: Percent of NARA archival holdings in appropriate space (target 85 percent by 2012)	57	80	73	70	71	–	78
High Priority Measure: Percent of NARA records center holdings in appropriate space (target 85 percent by 2012)	–	–	–	–	62	–	67
Percent of archival holdings that require preservation action	–	65	65	65	64	≤ 65	62

Our commitment to ensuring access to the records of our nation depends heavily on getting the records transferred from agencies to NARA on schedule. Without the proper identification, schedule, disposition, and transfer of these important records to the National Archives, the Federal Government is vulnerable to losing these records. NARA works closely with agencies to get more of their high value records transferred on schedule, or even ahead of schedule, as in the case of some electronic records. We set a target to bring in 40 percent of selected records on schedule; we received 20 percent on schedule. We found that the increased communication with agencies resulted in more records transferred to NARA, just not necessarily the ones we had specified for the agencies to send. We expect to see some improvement in bringing in targeted records as more agencies adopt use of our Electronic Records Archives (ERA) system, which will be mandatory for agencies by the end of FY 2012.
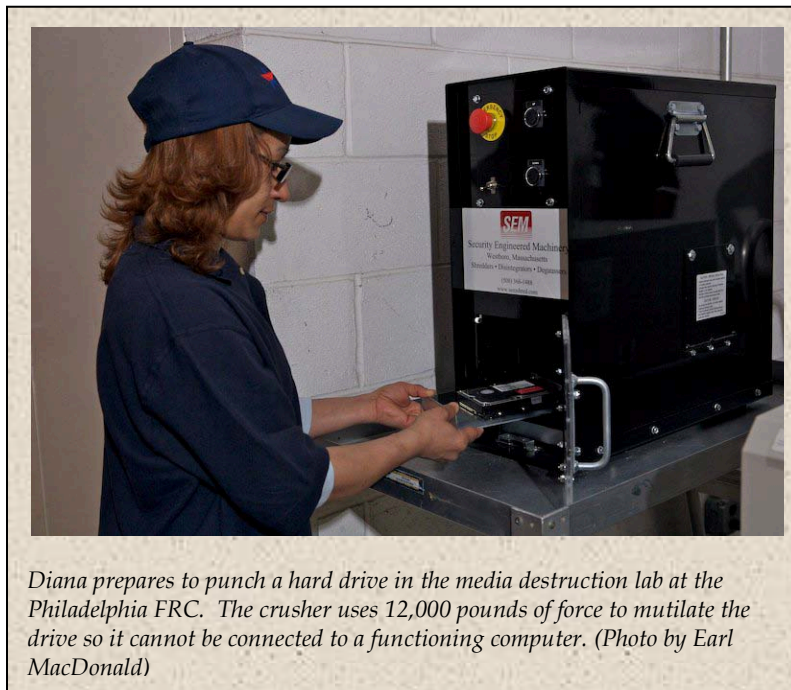
We continue to aggressively address our backlog of unprocessed records. Archival processing involves a series of steps that establish physical and intellectual control of records and culminates in describing records in our online catalog, making them easier and faster to locate for research. Although the percent of processed records has improved from 30 percent in FY 2008 to 53 percent in FY 2011, the processing backlog of textual and audiovisual records has grown over the decades. In addition, new processing challenges have arisen with the increasing number of electronic records accessions and the loss of veteran staff due to retirement. To address the waning skilled staff, we have hired a second cadre of new entry-level archivists. These archivists participate in developmental training to gain institutional and archival knowledge unique to NARA so that they are prepared to help with many of our challenges, including records processing.

Diana prepares to punch a hard drive in the media destruction lab at the Philadelphia FRC. The crusher uses 12,000 pounds of force to mutilate the drive so it cannot be connected to a functioning computer. (Photo by Earl MacDonald)

The processing of Presidential records differs from processing Federal records because of requirements in the *Deeds of Gift,* the *Presidential Recordings and Materials Preservation Act*, and the *Presidential Records Act*. These legal authorities require NARA to conduct a page-by-page review of Presidential records, which has a significant impact on the volume of records that NARA releases to the public. To this end, we continue to make steady progress in the processing of our backlog of records. For classified materials in the Presidential Library system, we continued our partnership with the Central Intelligence Agency (CIA) through our Remote Archives Capture (RAC) project. We met our target by scanning more than 831,000 pages of classified Presidential records eligible for declassification, breaking the record for the highest annual pages scanned for this project.

Since the issuance of Executive Order 13526, which directed NARA to establish and lead a National Declassification Center (NDC), we have been working diligently to promote collaboration among agencies to expedite the review and declassification of 25-year old and older classified records. We have improved our metrics and data analysis and reassessed our January 1, 2010, backlog number from an estimated 400 million pages to about 386 million pages. We performed end-to-end tracking on the new backlog, with 108 million pages completing the quality assurance process since January 1, 2010. Our biggest challenge continues to be our work with agency partners and the Department of Energy to address the page-level review mandated for all documents lacking Kyl-Lott

certification for the identification of Restricted Data/Formerly Restricted Data. The lack of proper documentation affects nearly half of the remaining backlog. We continue to identify collaborative approaches to address this problem.

NARA has an inventory of 16 NARA-owned buildings—the National Archives Building, the National Archives at College Park, 13 Presidential Libraries and Museums, and the National Archives at Atlanta. We identified appropriate storage of archival and non-archival holdings as two of NARA's high priority performance goals. Appropriate storage space is the most fundamental component in achieving our mission to safeguard and preserve the records of the Federal Government.

Construction of the new National Personnel Records Center (NPRC) building in St. Louis, MO, designed to house more than two million cubic feet of permanent and archival records in fully compliant space, was completed in early FY 2011. This building replaced the old NPRC, also in St. Louis, MO. The old NPRC was the largest operation outside the Washington, DC, area with facilities that did not meet our storage standards for temporary or archival records. We were plagued with numerous facility problems that could not cost effectively be resolved to meet

"Bitter Cold, Bitter Fight, ca. 12/1950," Korean War (Photo from Records of U.S. Air Force Commands, Activities, and Organizations, ARC ID 542210)

The road to securing veteran military entitlements can be complicated for veterans and their families. The family of a terminally ill 81-year-old Korean War veteran kept hitting roadblocks in its attempts to locate the necessary documents needed to obtain medical care and other entitlements.

In Spring 2011, the veteran was being denied access to medical care because he needed a copy of his Form DD 214, which was destroyed in the 1973 fire at the National Personnel Records Center (NPRC) in St. Louis. The veteran's family turned to Congressman Ron Paul's (Texas) office for assistance. His staff submitted an emergency medical request to the NPRC on the veteran's behalf. Within hours, Archives Technician Qiana Scruggs created a Certification of Military Service using alternative documents. After this certificate was issued, the veteran was admitted to a Texas medical center where he received the care he needed.

storage standards. The new building will house approximately 9 billion textual, digital, and microfilm records of the military and civilian personnel files, providing space that meets storage standards for the records once they have all been moved into their new home.

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 also improves conditions for the staff, researchers, and visitors and helps to increase productivity and satisfaction of the facility as a place for work and research. We made slower than expected progress on the design work for a second phase of renovations of the aging Franklin D. Roosevelt Library. The first phase is scheduled for completion in early FY 2012.

NARA's mission is rooted in preserving and providing access to the permanent records of the Federal Government—now, and in the future. About 62 percent of NARA's textual and non-textual records are at risk of not being preserved and available for future generations. This is clearly unacceptable and we are in a race against time. We consistently examine our holdings to assess their preservation needs, provide storage conditions that retard deterioration, and treat, duplicate or reformat records at high risk for loss or deterioration. As noted earlier, storing records in appropriate space in the most fundamental step we can take to preserve records. In FY 2011, we treated and removed about 96,000 cubic feet of at-risk holdings from our preservation backlog. This was our highest rate of progress since we began measurement against our backlog. We completed work on more than 2,900 cubic feet of special media, performed holdings maintenance work, and transferred a large amount of our at-risk records to offsite cold storage.

Strategic Goal 3: Managing Electronic Records
Results: We met 2 out of 2 performance measures (1 measure under development).

Goal 3: We will address the challenges of electronic records in Government to ensure success in fulfilling NARA's mission in the digital era.							
3.1: By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them. 3.2: By 2012, 80 percent of archival electronic records are preserved at the planned level of service. 3.3: By 2016, the per-megabyte cost of managing archival electronic records through Electronic Records Archives (ERA) decreases each year.							
Performance Indicator	**2006 Actual**	**2007 Actual**	**2008 Actual**	**2009 Actual**	**2010 Actual**	**2011 *Target***	**2011 Actual**
Percent of archival electronic accessions processed	80	81	86	88	88	*83*	83
Per megabyte cost of managing electronic records decreases each year	$0.43	$0.37	$0.39	$0.36	$0.15	<$0.15	$0.12

We must guarantee the continuing accessibility of permanent electronic records of all three branches of our Government despite the fact that the volume, variety, and complexity of records coming to the National Archives is increasing. The goal of our Electronic Records Archives (ERA) is to address this changing environment. 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.

The growth in electronic records has accelerated over the years. With volumes of electronic records transferred to the National Archives at the end of Presidential Administrations, we currently manage 124 terabytes in ERA. We expect this number to increase even more rapidly as agencies migrate to ERA and are mandated to use it for scheduling and transferring their records in FY 2012. We continue to move data from our legacy systems to ERA and expect to complete that process in FY 2013.

Determining when records are at risk of obsolescence is critical to the preservation of records in ERA. In FY 2011, we outlined a more systematic approach for preserving our records and established criteria for prioritizing record formats that require transformation—the move from one format to another that is more lasting. We plan to prepare a more thorough methodology in FY 2012. We developed technical white papers for a number of NARA's most vulnerable records, and will use this information to develop Preservation and Access plans for formats that are most at risk of obsolescence. We implemented the capability to transform NARA's standard EBCDIC records to ASCII and will use the lessons learned for our future long-term preservation efforts.

A major accomplishment, we completed development work on ERA on September 30, 2011. We began an operations and maintenance phase on October 1, 2011, by selecting an O&M contractor to help us ensure the continued operation of the system. The contractor will also help us provide for the system's evolution as we adapt to emerging needs and inevitable changes in technology and software.

In addition, we released a prototype of Online Public Access (OPA), the portal for public access to our holdings and information about our holdings, and we stood up a Classified ERA instance to manage classified electronic holdings.
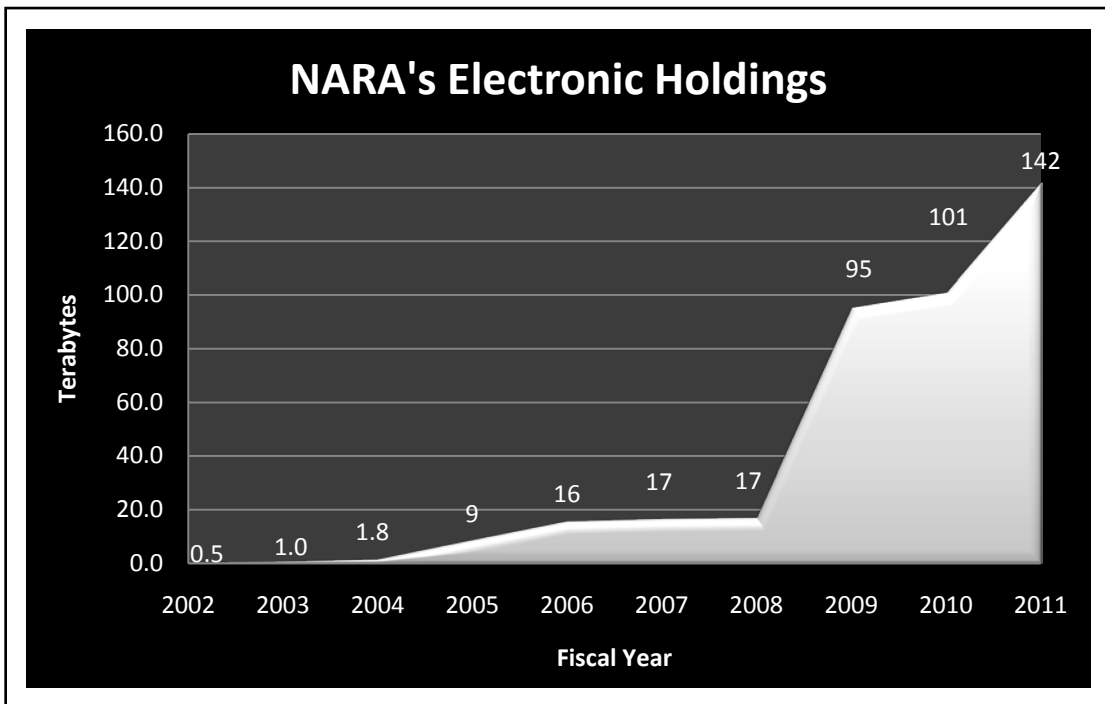

Figure 2. Total Electronic Holdings Managed by NARA

Strategic Goal 4: Providing Access to Records
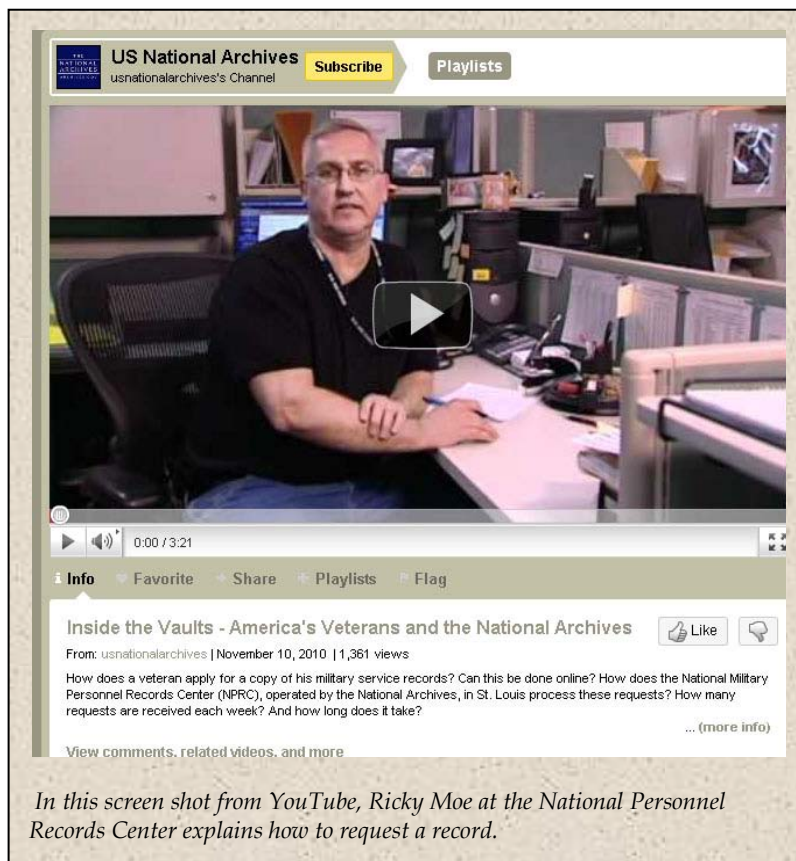*Results: We met 7 out of 9 performance measures*

Goal 4: We will provide prompt, easy, and secure access to our holdings anywhere, anytime.
4.1: By 2016, NARA customer service standards for researchers are met or exceeded (4 measures). 4.2: By 2012, 1 percent of archival holdings are available online (1 measure). 4.3: By 2016, 95 percent of archival holdings are described in an online catalog (3 measures). 4.4: By 2012, our web sites score at or above the benchmark for excellence as defined for Federal Government web sites (1 measure).

Performance Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Target	2011 Actual
Percent of written requests answered within 10 working days.	97	95	94	95	93	*94*	95
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	96	86	93	93	96	*94*	97
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	87	88	89	86	89	*88*	89
Percent of online archival fixed-fee reproduction orders completed in 20 working days or less	84	72	68	90	96	*91*	96
Percent of traditional archival holdings available online	—	—	0.04	0.04	0.6	*0.65*	0.8
Percent traditional holdings in an online catalog	51	56	64	70	70	*75*	71
Percent artifact holdings in an online catalog	57	57	61	74	78	*75*	78
Percent electronic holdings in an online catalog	98	99	98	95	96	*75*	96
NARA web sites scores as percent of benchmarked score for other Federal web sites	69	67	66	69	74	*75*	72

We continually strive to make our holdings accessible to the public as soon as possible. One indication of the quality and interest in the information we provide is the number of visitors to our web sites—nearly 34 million visits in FY 2011. Through partnerships and collaborative efforts, we continue to increase the number of digital records available to the public through our new online public access portal of NARA's nationwide holdings. The new portal delivers the descriptions of 71 percent of our traditional holdings, representing more than 3 million cubic feet of archival records. To date, we have received more than 40 million digital objects from partners.

Our public web site, Archives.gov, got a facelift in early FY 2011 and won the 2011 ClearMark award in the category of public sector dynamic media. We were recognized for clearly identifying key audiences, for having a simple to use site, easy access to top tasks, and a clean look and feel. The redesigned archives.gov gathered input and feedback from users at several stages of the process and used American Customer Satisfaction Index (ACSI) data to measure satisfaction by our customer groups. In this way we are able to continue to monitor satisfaction levels to improve our products.

We have become adept at using social media as a way to communicate and deliver timely information to the public, and we see these efforts as a way to be responsive to the call for open government.   In FY 2011, not only did we continue expanding our arsenal of social media and networking tools such as *YouTube, FlickrCommons, Twitter*, and *Facebook,* blogs, wikis, and *IdeaScale,* but we took on new opportunities, becoming one of the first Federal agencies to develop a presence in *Foursquare* and *Tumblr*.   Our iTunesU, which received 26,000 views in its first week, provides selected videos, podcasts, lesson plans, and selected archival holdings targeted at educators and students. We also created two challenge projects for mobile phone applications using images from NARA's holdings. These types of projects create opportunities for citizen engagement and interaction with NARA.

In this screen shot from YouTube, Ricky Moe at the National Personnel Records Center explains how to request a record.

We continued to provide outstanding customer service exceeding our FY 2011 targets in each area. To date, we are exceeding our targets for written requests received from customers answered within 10 working days (95 percent); items requested in our research rooms provided within one hour of the request (97 percent); Freedom of Information Act (FOIA) requests for Federal records completed within 20 working days (89 percent), and online orders completed within 20 working days (96 percent).

Strategic Goal 5: Increasing Civic Literacy
Results: We met 1 out of 2 performance measures.

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.
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.

Performance Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 *Target*	2011 Actual
Percent of public program visitors who are highly satisfied with their visit experience	96	96	97	97	99	*86*	99
Percent of NHPRC-assisted grants produce the results required	88	86	81	82	92	*85*	84

The National Archives plays a unique and important role in the promotion of civic literacy. As the nation's recordkeeper, our commitment to safeguarding the documentary record of American history is of paramount importance. Our holdings are so vast and diverse that the value and amount of information available to the public is not always apparent. Therefore, we engage in a number of activities designed to advance understanding of civic literacy.

Staff at the National Archives at Chicago teach archival research methods to eight middle school teachers at the 2011 Primarily Teaching Summer Institute (Photo by Chicago archives staff)

Our commitment to civic literacy has always extended beyond the walls of our archival facilities to touch the communities across the country. This year we opened a revolutionary exhibition—*Discovering the Civil War*—where an extensive display of our holdings was assembled to reveal many unknown facts about the Civil War. *Discovering the Civil War* is a two-part exhibition that combined use of our holdings with touch-screen technology incorporating social media to allow visitors to view the war using the latest tools.

DocsTeach, another highly successful open government initiative, is an education web site designed to provide instruction to teachers in the best practices of teaching with primary sources. Using documents in our holdings as teachable resources, *DocsTeach* strongly supports our goal to promote civic literacy. This tool provides all teachers with access to

primary sources, instruction in best practices, and opportunities to interact with teachers across the nation. In addition, teams of NARA education specialists often participate in national conferences and host sessions to introduce documents to educators that extend beyond school text book information. Throughout the year, and across the nation, we provided genealogy workshops, records-based historical presentations pertinent to local communities, and exhibits and document displays.

Our Presidential Libraries continue to host robust museum, education, and public program offerings. The Libraries share a common goal of educating the public about how government works and how Administration policy and programs are developed. We work collaboratively to develop new and exciting ways to reach students, teachers, and everyday visitors to the Presidential Timeline web site. To reach new audiences and disseminate timely information, several Libraries increased their online presence through social media outlets such as *Facebook* and blogs. We continue to educate the public through our exhibits held throughout our Libraries.

In our National Historical Publications and Records Commissions program, we support a wide range of activities to preserve, publish and encourage the use of documentary sources. Our grant program funds projects that promote the preservation and use of America's documentary heritage. In FY 2011, we fell short of our target with 84 percent of all grants successfully producing the

Pat Jones of the United Kingdom had been researching the other descendants of her grandfather for 18 months when she first contacted the National Archives. The eldest son, Frederick, came to America through Ellis Island. After Jones found Frederick in the 1930 Census, she encountered a roadblock due to her unfamiliarity with American resources.

Archivist Rebecca Sharp received Jones's reference request and used the Social Security Death Index to find that one of Frederick's twin sons might still be alive. Sharp additionally encouraged Jones to think "outside the normal routes." Jones used this to locate that son (whose family name the 1930 Census had misspelled) through a telephone directory. They have since shared much genealogical data through the Internet. Jones commented that the help Sharp gave was "invaluable" to her family research.

1930 Census Population Schedule (From Records of the Bureau of the Census)

results required. The NHPRC continues to develop the web resource, *Founders Online*, a multi-year undertaking to place online more than 170,000 historical documents from the nation's Founding Era. When completed in FY 2015, the public will be able to access the full, annotated transcriptions of the papers of John Adams, Benjamin Franklin, Alexander Hamilton, Thomas Jefferson, James Madison, and George Washington. Our principal partner, the University of Virginia, is gathering materials, designing a user-friendly website, and testing it with users. A preliminary version of the website will be available to the public in June 2012.

Strategic Goal 6: Developing our Infrastructure
Results: We met 2 out of 4 performance measures (1 measure under development).

Goal 6. *We will equip NARA to meet the changing needs of our customers.*

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 Federal Government average rate.
6.5: By 2016, public applications are available 99 percent of the time.

Performance Indicator	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 *Target*	2011 Actual
Number of underrepresented groups matching respective availability levels in the CLF (out of 7)	2	2	2	2	2	*7*	3
Percent of NARA's positions filled within 80 days	–	–	–	–	12	*40*	9
Percent of NARA's eligible staff participating in the telework program	–	–	–	–	16	*15*	23
Percent of public applications availability	98.9	99.4	99.5	99.5	99.7	*98.86*	99.5

Most significantly, during FY 2011, we began a transformation of the agency, which included a complete restructuring of the organization. A new Human Capital Office was one of the first new offices stood up as part of the Transformation. We believe it is critically important to strategically invest in, develop, and manage NARA's workforce by realigning relevant functions into a Human Capital Office reporting directly to the Archivist. This is a critical step in our transformation process, particularly to the pillars of

Mark Sprouse, NARA's Senior Sustainability Officer, on the roof of the National Archives at College Park, overlooking the "solar farm" (Photo courtesy of NARA Facilities)

making NARA "a great place to work" and "an agency of leaders."

NARA's Strategic Human Capital Plan provides five strategic human capital goals to recruit, develop and strengthen, and retain our human capital resources to achieve mission success. As we implement the strategies and activities to meet these goals, we are monitoring performance results and assessing our human capital programs, decisions, and actions. Using results from annual employee viewpoint surveys, we have developed plans to target identified weaknesses.

Linking Our Budget to Our Objectives

The chart links the major budget functions to each of our long-term objectives.

NARA Goals and Long-Term Objectives	Records & Archives-Related	Electronic Records Archives	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
Strategic Goal 1: Our Nation's Record Keeper						
1.1: By 2016, 50 percent of agencies' records management self-assessments received by NARA.	✔					
1.2: By 2012, 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.	✔					
Strategic Goal 2: Preserve & Process						
2.1: By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.	✔	✔				
2.2: By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.	✔	✔				
2.3: By 2012, 90 percent of agency declassification programs earn high scores from ISOO.	✔					
2.4: By 2016, NARA archival holdings of 25-year-old or older records are declassified, exempted, or referred under the provisions of Executive Order 13526.	✔					
2.5: By 2016, 100 percent of archival holdings are stored in appropriate space.	✔					✔
2.6: By 2016, 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.	✔					
Strategic Goal 3: Electronic Records Challenges						
3.1: By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.	✔	✔				
3.2: By 2012, 80 percent of archival electronic records are preserved at the planned level of service.	✔	✔				
3.3: By 2016, the per-megabyte cost of managing electronic records decreases each year.	✔	✔				
Strategic Goal 4: Access						
4.1. By 2016, NARA customer service standards for researchers are met or exceeded.	✔	✔				
4.2. By 2012, 1 percent of archival holdings are available online.	✔	✔				
4.3. By 2016, 95 percent of archival holdings are described in an online catalog.	✔	✔				
4.4. By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites.	✔			✔		

NARA Goals and Long-Term Objectives	Records & Archives-Related	Electronic Records Archives	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
Strategic Goal 5: Civic Literacy						
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.	✔				✔	
Strategic Goal 6: Infrastructure						
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 Federal Government average rate.	✔	✔	✔	✔		
6.5. By 2016, public network applications are available 99 percent of the time.	✔		✔			

In commemoration of the sesquicentennial of the beginning of the American Civil War, the National Archives hosted a series of activities in the Washington, DC, area and regions. The second part of the *Discovering the Civil War* exhibit opened at the National Archives Building, before the combined 6,000 square foot exhibit began a three year, multi-city tour. The exhibit's hosted 114,498 visitors during its six month run in Washington, DC.

The $3 million interactive exhibit, developed with the support of the Foundation for the National Archives, includes hundreds of records, has a companion book, and features innovative interactive, including a Facebook-like look at Civil War leaders, a graphic novel, and a social media component. This tour also includes a short term exhibition of the Emancipation Proclamation at each venue. At the tour's first stop at The Henry Ford, more than 20,000 people waited in line at least four hours to view one of our nation's cherished documents over a 36-hour period. The attendance at that venue exceeded 250,000 over a four month period. In conjunction, 1,773 people attended more than 20 public programs in Washington, DC, including book talks, film screenings, and a day-long symposium.

A panel at the November 20, 2010, Symposium, The Civil War: Fresh Perspectives, *at the National Archives Building. Pictured are (l to r) James Marten, Thavolia Glymph, J. Matthew Gallman, Amy Murrell Taylor, and Gary W. Gallagher. (Photograph by Earl MacDonald)*

Financial Highlights

The financial statements presented in this report have been prepared from NARA accounting records in accordance with the generally accepted accounting standards prescribed for Federal entities by the Federal Accounting Standards Board (FASAB), and presentation standards prescribed by OMB Circular A-136, *Financial Reporting Requirements.*

Sources of Funds

NARA operations are funded through annual, multi-year and no-year appropriations, revenues collected through the Records Center Revolving Fund and the National Archives Trust Fund, and gifts received through the National Archives Gift Fund.

In total, NARA received $733 million in budgetary resources in FY 2011, of which 49 percent were appropriations for Records and Archives Related Services and 26 percent were revenues from Revolving Fund Records Center and Storage Services (see Figure 3). Total budgetary resources include current year funding, spending authority from offsetting collections, recoveries of prior year's unpaid obligations, and unobligated balances carried forward.

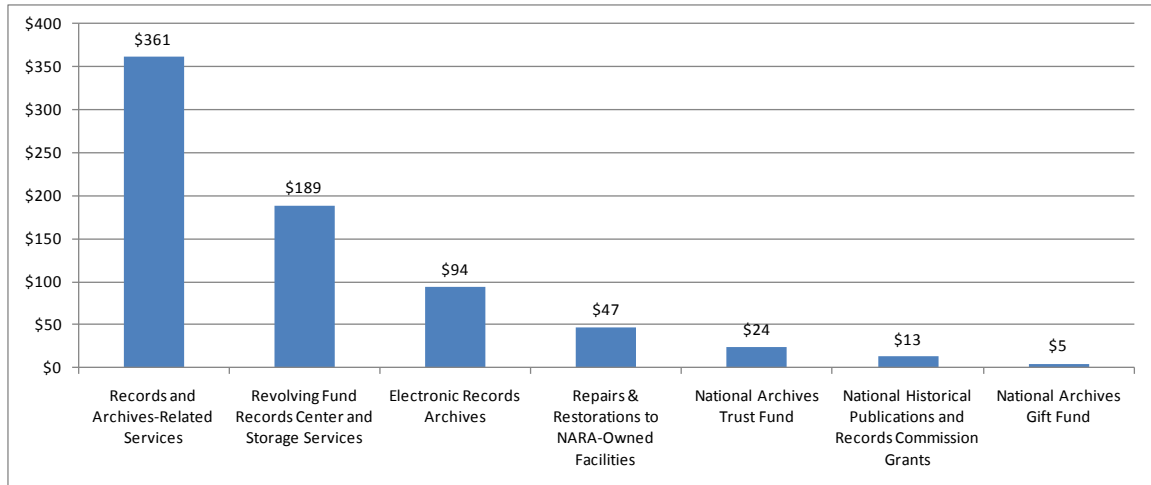**FY 2011 Total Budgetary Resources by Program**

(in millions)

Figure 3. Total Budgetary Resources, FY 2011

Records and Archives-Related Services, NARA Operating Expenses appropriation, provides for the costs of records services, archives-related services, and payments of principal and interest for the financing of the National Archives building at College Park.   Records services activities include describing, preserving, and making publicly available the historical records of the Federal Government, including Presidential records, and helping other Federal agencies to fulfill their records management responsibilities. Archives-related services provide for the publication of the daily Federal Register and the Code of Federal Regulations, and satisfy other statutory requirements.

Revolving Fund, Records Center and Storage Services, generates revenue by storing and servicing temporary Federal records on behalf of other Federal agencies, on a cost-reimbursable basis. The Federal Records Center program stores, references, and ultimately disposes of temporary Federal records for a standard fee. In FY 2011, the Revolving Fund earned revenue of $173 million, after intra-entity eliminations.

Electronic Records Archives appropriation provides for the continued development of the Electronic Records Archives (ERA) information system.

Repairs and Restoration appropriation provides for repair and improvements for NARA-owned facilities and Presidential Libraries nationwide.

National Archives Trust Fund generates revenues through the sale of publications and reproductions of historical documents, museum shop sales, admissions to Presidential libraries, training events, and interest income. Expenditures support inventory replacement, personnel, information systems, and reproduction equipment and supplies. The National Archives Trust Fund earned revenue of $16 million in FY 2011.

National Historical Publications and Records Commission administers grants to preserve and publish historical records of State and local governments and private institutions.

National Archives Gift Fund administers conditional and unconditional gifts and bequests to NARA. Expenditures provide for historical research, archival and cultural events, and other programs which support the archival and records management activities of the National Archives. In FY 2011, the Gift Fund received donations of $1 million.

Audit Results

NARA FY 2011 financial statements were audited by Cotton & Company LLP under contract to the NARA Office of the Inspector General. NARA received an unqualified audit opinion on its FY 2011 and FY 2010 financial statements. The auditors identified a material weakness related to inadequate process of approvals for manual journal entries, as described in Financial Section Note 21, Restatement of FY 2010 Statement of Budgetary Resources.

Limitations of the Financial Statements

The principal statements have been prepared to report the financial position and results of operations of NARA, pursuant to the requirements of 31 U.S.C. 3515 (b). The statements have been prepared from NARA's books and records in accordance with generally accepted accounting principles (GAAP) for Federal entities and the formats prescribed by the Office of Management and Budget; however, the statements are additional to the financial reports used to monitor and control budgetary resources, which are prepared from the same books and records. The statements should be read with the realization that they are for a component of the U.S. Government, a sovereign entity.

Financial Statement Highlights

NARA's financial statements summarize the financial activity and financial position of the agency. The financial statements, footnotes, supplementary information, and supplementary stewardship information appear in Section 3 - Financial Section. An analysis of the principal statements follows.

Analysis of the Balance Sheet

ASSETS: NARA's assets were $747.3 million as of September 30, 2011. The majority of a decrease of $34.4 million from the end of FY 2010 resulted from a decrease in the Fund balance with Treasury due to reduced funding in FY 11. The assets reported in NARA's balance sheet are summarized in the accompanying table.

Asset Summary (in millions)	FY 2011	FY 2010
Fund balance with Treasury and cash	$ 240.7	$ 284.2
General property, plant, and equipment, net	452.8	444.4
Investments	37.2	36.8
Accounts receivable, net	14.9	14.5
Inventory	1.0	1.0
Other	.7	0.8
Total assets	**$ 747.3**	**$ 781.7**

The fund balance with Treasury and cash represents approximately 32 percent of total assets. Property, plant, and equipment constitute 60 percent of total assets, with the National Archives facility at College Park representing the greater part of the balance.

LIABILITIES: NARA's liabilities as of September 30, 2011, amounted to $258.3 million. A decrease of $23.5 million from the end of FY 2010 is due to the $14 million repayment on the Debt held by the public and a lower accrued liability for payroll and related benefits based on the number of days at FY 2011 year end, shown in Other, below. The liabilities reported in NARA's balance sheet are summarized in the accompanying table.

Liabilities Summary (in millions)	FY 2011	FY 2010
Debt held by the public	$ 166.9	$ 181.0
Accounts payable	54.9	56.4
Federal employees benefits	10.9	11.2
Other	25.6	33.2
Total liabilities	**$ 258.3**	**$ 281.8**

Debt held by the public accounts for approximately 65 percent of total liabilities and represents certificates of participation issued to the public through a trustee to cover the construction costs of the National Archives at College Park.

Of the total liabilities, the amount of $189.7 million, or 73 percent, is unfunded, i.e., budgetary resources are not yet available as of September 30, 2011. For most unfunded liabilities, budgetary resources will be made available in the years balances are due, in

accordance with OMB funding guidelines. The major elements of unfunded liabilities are $166.9 million for debt held by the public, $11.6 million for actuarial portion of Federal employee benefits, and $11.2 million for unfunded annual leave.

NET POSITION: The difference between total assets and total liabilities represents net position of $489 million as of September 30, 2011. The net position reported in NARA's balance sheet is summarized in the accompanying table.

Net Position Summary (in millions)	FY 2011	FY 2010
Unexpended appropriations	$ 167.5	$ 196.8
Cumulative results of operations	321.5	303.0
Total net position	**$ 489.0**	**$ 499.8**

Net position is affected by changes in its two components—Cumulative Results of Operations and Unexpended Appropriations. Unexpended appropriations amount is the authority granted by Congress that has not been expended. Cumulative results of operations line reflects funding of capital needs of the agency since NARA's inception and net results of the revolving fund operations. The decrease in net position of $10.8 million from FY 2010 to FY 2011 comprises the increase in cumulative results of operations of $18.5 million and a decrease in unexpended appropriations of $29.3 million. The overall decrease is due mainly to the decrease in budget authority in FY 2011.

Analysis of the Statement of Net Cost

The statement of net cost presents the net cost of NARA's six major programs. NARA's net cost of operations for the year ended September 30, 2011, is $462.5 million. The increase of $12.4 million in the net cost of operation is due largely to the higher operating costs, such as utilities and rent, a larger portion of software development expenses for the Electronic Records Archives program is in the operations and maintenance phase, and increase in business activity for the Records center storage and services in FY 2011.

Net costs by program are shown in the accompanying table.

Net Cost of Operations (in millions)	FY 2011	FY 2010
Records and Archives-Related Services	$ 397.6	$ 386.2
Trust and gift funds	(1.6)	(1.9)
Electronic records archives	21.0	17.1
National Historical Publications and Records Commission grants	8.4	8.8
Archives facilities and presidential libraries repairs and restoration	25.0	29.5
Records center storage and services	12.1	10.4
Net cost of operations	**462.5**	**$ 450.1**

Analysis of the Statement of Budgetary Resources

The statement of budgetary resources presents the sources of budgetary resources and their status at the end of the period, as well as demonstrates the relationship of obligations to outlays. For FY 2011, NARA had budgetary resources available of $733

million, a decrease of 4 percent over $766 million in FY 2010. The majority of the decrease resulted from a decrease in funding in FY 2011.

Debt Management

The Bureau of Public Debt (BPD) and the General Services Administration (GSA) assist NARA with the management of employee debts. NARA contracts with GSA for payroll services. Under this cross-servicing agreement, GSA tracks employee debts and pursues delinquent debts from NARA employees through salary offset and administrative wage garnishment. NARA has a cross-servicing agreement with BPD for accounting services. In compliance with the Debt Collection Improvement Act of 1996, BPD actively pursues delinquent non-Federal claims and, upon request by NARA, transmits delinquent claims to the U.S. Department of the Treasury Financial Management Service (FMS) for collection cross-servicing.

Erroneous Payments Management

During FY 2011, NARA performed the risk assessment required by FY 2011 OMB Circular A-123, APPENDIX C - Improper Payments Information Act of 2002 (IPIA), as amended, and presented the results of the evaluation to the Office of Management and Budget for review and approval. NARA did not identify any programs or activities that may be susceptible to significant improper payments and has determined that payment recapture audits would not be cost-effective at this time.
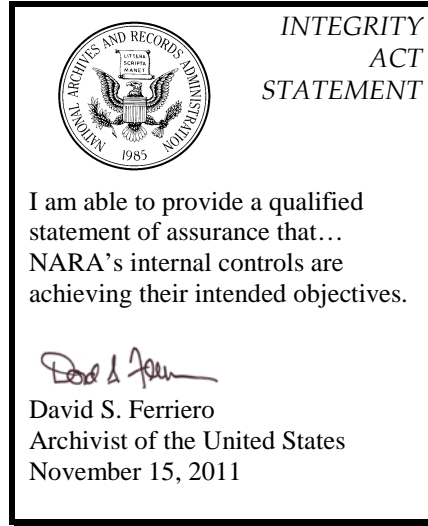
Systems, Controls, and Legal Compliance

This section provides information about NARA's compliance with the

- Federal Manager's Financial Integrity Act
- Federal Information Security Management Act
- Federal Financial Management Improvement Act
- Prompt Payment Act
- Inspector General Act

Federal Managers' Financial Integrity Act

The Federal Managers' Financial Integrity Act mandates that agencies establish controls that reasonably ensure that (i) obligations and costs comply with applicable law; (ii) assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and (iii) revenues and expenditures are properly recorded and accounted for. This act encompasses operational, program, and administrative areas, as well as accounting and financial management. It requires the Archivist to provide an assurance statement to the President on the adequacy of internal controls. (*See appendix for NARA's FY 2011 FMFIA Report.*)

INTEGRITY ACT STATEMENT

I am able to provide a qualified statement of assurance that… NARA's internal controls are achieving their intended objectives.

David S. Ferriero
Archivist of the United States
November 15, 2011

Internal Controls Program

NARA's internal controls worked to ensure the attainment of our mission and FY 2011 goals, maintain efficient operations, and reduce fraud and the misuse of taxpayer-provided resources. NARA managers submitted an annual assurance statement, along with an internal control plan, to the Archivist of the United States at the end of the fiscal year. These statements were based on various sources and included

- Management knowledge gained from daily operation of programs
- Management reviews
- Program evaluations
- Audits of financial statements
- Reviews of financial systems
- Annual performance plans and periodic performance reporting to the Archivist
- Executive and management team reviews and briefings
- Internal oversight groups for agency programs
- Monthly reporting in NARA's Performance Measurement Reporting System
- Reports and other information provided by the congressional committees of jurisdiction.

FY 2011 Internal Controls

NARA evaluated its internal control systems for the fiscal year ending September 30, 2011. This evaluation provided reasonable assurance that, except for six material weaknesses, the agency's internal controls achieved their intended objectives. A material weakness in internal controls over financial reporting has been identified this year due to a restatement of the FY 2010 financial statement.

Pursuant to Section 2 of the Integrity Act, we identified a material weakness in our holdings protection program in FY 2001. We have made progress in our actions to remedy the holdings protection weakness and have established a unit, the holdings protection team, dedicated to improving the security of our holdings. In FY 2011 we reassessed our material weakness in information security and determined that work remains to be done specifically in the area of assessing and managing IT risks and closing recommendations. In FY 2008, we declared a material weakness in artifact inventory processes at our Presidential Libraries and continue to reflect this as a material weakness in FY 2011. In FY 2010, we identified material weaknesses in both archival records preservation and traditional records processing and continue to reflect these as material weaknesses in FY 2011. In FY 2011 NARA discovered a material error on its prior year Statement of Budgetary Resources, and restated it for FY 2011. Details on the six material weaknesses are found in our Federal Managers' Financial Integrity Act Report located in the Other Accompanying Information section.

Second-grader Brooklyn Robbins was the one millionth visitor to the National Archives in 2011. Expressing surprise, Brooklyn said this was her first visit to the Archives and a visit she would always remember. (Photo by Cathy Farmer)

Federal Information Security Management Act

The Federal Information Security Management Act (FISMA) requires Federal agencies to conduct an annual self-assessment review of their information technology security program, to develop and implement remediation efforts for identified security weaknesses and vulnerabilities, and to report to OMB on the agency's compliance. This year's FISMA submission is required no later than November 15, 2011.

Federal Financial Management Improvement Act

As an Accountability for Tax Dollars Act (ATDA) agency, NARA is not subject to the requirements of FFMIA, per OMB bulletin #07-04, *Audit Requirements for Federal Financial Statements*, and as such is not required to report separately on its compliance with FFMIA in its FMFIA reports.

Prompt Payment Act

As our financial service provider, the Bureau of the Public Debt processes payments for NARA in accordance with the Prompt Payment Act and submits quarterly prompt pay statistics on our behalf.

Inspector General Act

We are committed to resolving and implementing open audit recommendations presented in OIG reports. Section 5(b) of the Inspector General Act requires agencies to report on final actions taken on OIG audit recommendations. This information is included in the Archivist's transmittal of the OIG semi-annual report to Congress.

In addition to the sesquicentennial commemorations in the DC area, NARA's regional archives facilities also hosted significant events. On April 16, 2011, the National Archives at Atlanta hosted a Civil War symposium and Civil War Treasures in Your Nations Attic. Over 250 guests attended the day's activities, including 60 individuals who displayed Civil War-era artifacts and family heirlooms. On July 13, 2011, the National Archives at Philadelphia hosted Salute to Camp William Penn, a program which explored the history and legacy of the camp, the training ground for 11,000 black Civil War soldiers. The Pennsylvania Humanities Council arranged the event, which the Pennsylvania Cable Network taped for broadcast to its 3.3 million subscribers. NARA also worked with regional partners on other Civil War commemoration projects.

Union reenactors present the colors at the opening of "Atlanta's Civil War: America's Long Struggle" symposium. (Photograph by Jason Glover)

NARA Facilities Span the Country

The National Archives administers a nationwide network of facilities, serving both the public and Federal agencies.
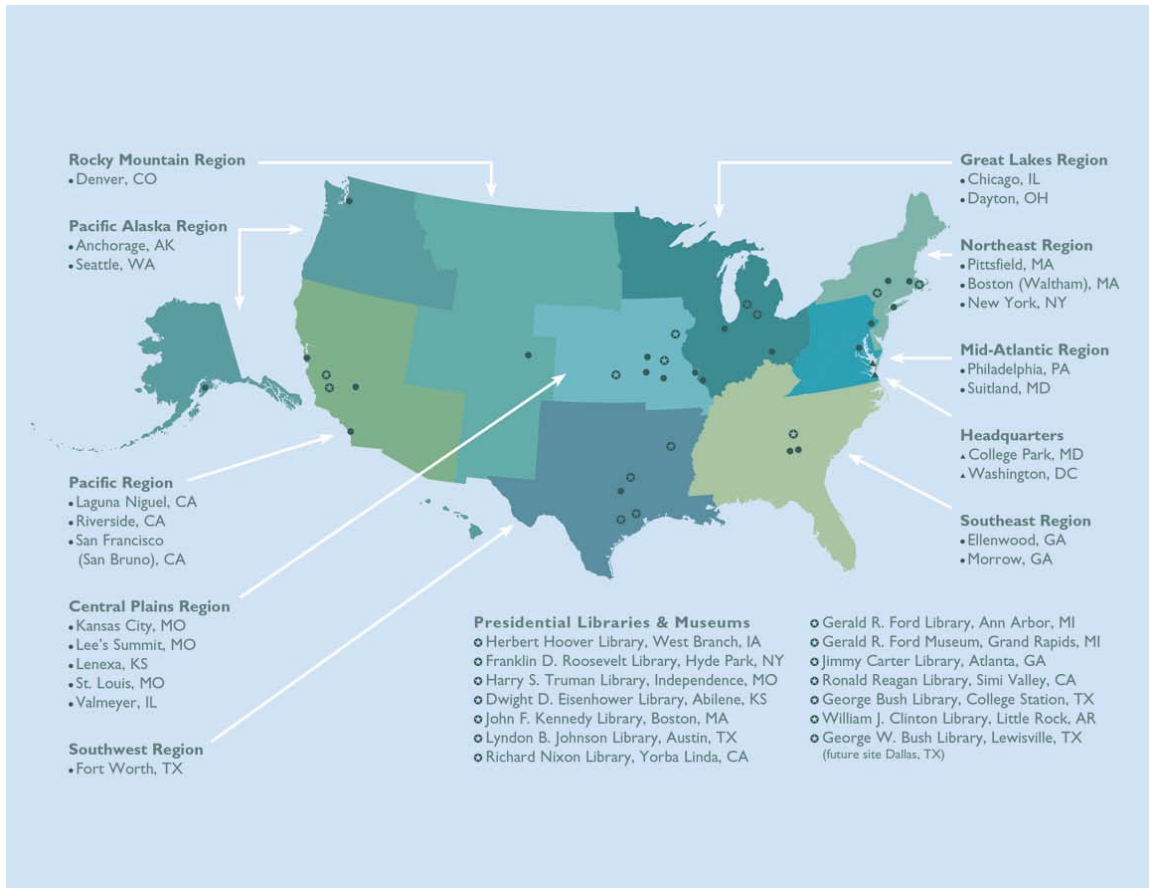
National Personnel Records Center
Scott Levins, *Director*

National Personnel Records Center (Military and Civilian Records)
1 Archives Drive
St. Louis, MO 63138
314-801-0800

National Personnel Records Center (Civilian Records)
1411 Boulder Boulevard
Valmeyer, IL 62295
618-935-3062

Office of the Federal Register
Suite 700
800 North Capitol Street, NW
Washington, DC 20001
202-741-6000

National Archives at Anchorage
654 West Third Avenue
Anchorage, AK 99501
907-261-7800

National Archives at Atlanta
5780 Jonesboro Road
Morrow, GA 30260
770-968-2100

National Archives at Boston
380 Trapelo Road
Waltham, MA 02452
781-663-0130

National Archives at Chicago
7358 South Pulaski Road
Chicago, IL 60629
773-948-9001

National Archives at College Park
8601 Adelphi Road
College Park, MD 20740
301-837-2000

Denver Federal Records Center
Denver Federal Center,
Building 48
P.O. Box 25307
Denver, CO 80225
303-407-5700

National Archives at Denver
Archival Research Room
Denver Federal Center,
Building 48
P.O. Box 25307
Denver, CO 80225
303-407-5700

Microfilm Research Room
Denver Federal Center,
Building 46
P.O. Box 25307
Denver, CO 80225
303-407-5700

National Archives at Fort Worth
Archival Research Room
1400 John Burgess Drive
Fort Worth, TX 76140
817-551-2000

Microfilm Research Room
2600 West 7th Street, Suite 162
Fort Worth, TX, 76107
817-831-5620

National Archives at Kansas City
400 West Pershing Road
Kansas City, MO 64108
816-268-8000

National Archives at New York City
201 Varick Street, 12th Floor
New York, NY 10014
212-401-1620

National Archives at Philadelphia
900 Market Street
Philadelphia, PA 19107
215-606-0100

National Archives at Riverside
23123 Cajalco Road
Perris, CA 92570
951-956-2000

National Archives at San Francisco
1000 Commodore Drive
San Bruno, CA 94066
650-238-3500

National Archives at Seattle
6125 Sand Point Way NE
Seattle, WA 98115
206-336-5115

National Archives in Washington, DC
700 Pennsylvania Avenue, NW
Washington, DC 20408
202-357-5400

Atlanta Federal Records Center
4712 Southpark Boulevard
Ellenwood, GA 30294
404-736-2820

Boston Federal Records Center
380 Trapelo Road
Waltham, MA 02452
781-663-0130

Chicago Federal Records Center
7358 South Pulaski Road
Chicago, IL 60629
773-948-9001

Dayton Federal Records Center
3150 Springboro Road
Dayton, OH 45439
937-425-0600

Fort Worth Federal Records Center
1400 John Burgess Drive
Fort Worth, TX 76140
817-551-2000

Kansas City Federal Records Center
400 West Pershing Road
Kansas City, MO 64108
816-268-8000

Kingsridge Federal Records Center
8801 Kingsridge Drive
Dayton, OH 45458
937-425-0601

Lee's Summit Federal Records Center
200 Space Center Drive
Lee's Summit, MO 64064
816-268-8100

Lenexa Federal Records Center
17501 West 98th Street, Suites 3150 & 4748
Lenexa, KS 66219
913-563-7600

Philadelphia Federal Records Center
14700 Townsend Road
Philadelphia, PA 19154
215-305-2000

Pittsfield Federal Records Center
10 Conte Drive
Pittsfield, MA 01201
413-236-3600

Riverside Federal Records Center
23123 Cajalco Road
Perris, CA 92570
951-956-2000

San Bruno Federal Records Center
1000 Commodore Drive
San Bruno, CA 94066
650-238-3500

Seattle Federal Records Center
6125 Sand Point Way NE
Seattle, WA 98115
206-336-5128

Washington National Records Center
4205 Suitland Road
Suitland, MD 20746
301-778-1600

Herbert Hoover Library
Thomas Schwartz, *Director*
210 Parkside Drive
P.O. Box 488
West Branch, IA 52358
319-643-5301

Franklin D. Roosevelt Library
Lynn A. Bassanese, *Acting Director*
4079 Albany Post Road
Hyde Park, NY 12538
845-486-7770

Harry S. Truman Library
Michael Devine, *Director*
500 West U.S. Highway 24
Independence, MO 64050
816-268-8200

Dwight D. Eisenhower Library
Karl Weissenbach, *Director*
200 Southeast Fourth Street
Abilene, KS 67410
785-263-6700

John Fitzgerald Kennedy Library
Thomas Putnam, *Director*
Columbia Point
Boston, MA 02125
617-514-1600

Lyndon Baines Johnson Library
Mark Updegrove, *Director*
2313 Red River Street
Austin, TX 78705
512-721-0200

Richard Nixon Presidential Library and Museum
Timothy Naftali, *Director*

California Office
18001 Yorba Linda Blvd.
Yorba Linda, CA 92886
714-983-9120

Maryland Office
8601 Adelphi Road
College Park, MD 20740
301-837-3290

Gerald R. Ford Library and Museum
Elaine K. Didier, *Director*

Gerald R. Ford Library
1000 Beal Avenue
Ann Arbor, MI 48109
734-205-0555

Gerald R. Ford Museum
303 Pearl Street, NW
Grand Rapids, MI 49504
616-254-0400

Jimmy Carter Library
Jay E. Hakes, *Director*
441 Freedom Parkway
Atlanta, GA 30307
404-865-7100

Ronald Reagan Library
Duke Blackwood, *Director*
40 Presidential Drive
Simi Valley, CA 93065
805-577-4000

George Bush Library
Warren Finch, *Director*
1000 George Bush Drive West
P.O. Box 10410
College Station, TX 77845
979-691-4000

William J. Clinton Library
Terri Garner, *Director*
1200 President Clinton Avenue
Little Rock, AR 72201
501-374-4242

George W. Bush Library*
Alan C. Lowe, *Director*
1725 Lakepointe Drive
Lewisville, TX 75057
972-353-0545

*The Library is temporarily located in Lewisville, Texas. The permanent Presidential Center, including the archives and museum, will be located on the campus of Southern Methodist University in Dallas, Texas.

Copies of This Report

This report is available on our web site at *www.archives.gov/about/plans-reports/performance-accountability/*. Links are provided to both the full report (Management's Discussion and Analysis [MD&A], Performance and Financial sections, and Other Accompanying Information) as well as the summary report (MD&A and auditor's report). Also located on that page are links to our Strategic Plan, annual performance plans, and past performance reports. We welcome your comments on how we can improve this report for FY 2012. Please e-mail any comments to *performance@nara.gov*.

Other Web Pages of Interest

Reports, Strategic Documents, Messages from the Archivist: Find the latest information regarding our mission, vision, and strategic initiatives.

www.archives.gov/about/

Web 2.0 and Social Media: Interact with NARA staff and visitors on Facebook, YouTube, Twitter, Flickr, NARA blogs, and more.

www.archives.gov/social-media/

Open Government and NARA: Learn how NARA is becoming more transparent, collaborative, and participative. Find high value datasets in XML for free download.

www.archives.gov/open/

The National Archives Experience: Participate in an interactive, educational experience about the power of records in a democracy.

www.archives.gov/national-archives-experience/

Archival Holdings: Find records of interest in Washington, DC, the regional archives, and Presidential libraries.

www.archives.gov/research/search/

Presidential Libraries: Explore the history of our nation through the leaders who helped shape the world.

www.archives.gov/presidential-libraries/

Public Documents: By law, the U.S. Government Printing Office and the Office of the Federal Register at NARA partner to publish and disseminate the official text of Federal laws, Presidential documents, administrative regulations and notices, and descriptions of Federal organizations, programs and activities.

www.federalregister.gov
www.ofr.gov
www.fdsys.gov
www.archives.gov/federal-register/
http://ecfr.gpoaccess.gov

Careers at NARA: Review current job openings and learn how to apply.

www.archives.gov/careers/

Visit NARA: Learn how to prepare for a research visit, about facility hours and locations, and more.

www.archives.gov/research/

Prologue **Magazine:** Keep up to date on NARA activities through its quarterly journal. View selected articles and subscribe online.

www.archives.gov/publications/prologue/