



# **Preserving the Past to Protect the Future**

Summary

2010 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 2010. This report is one of the many ways we demonstrate our commitment to Open Government—by sharing the results of our progress towards the goals in our Strategic Plan and informing you of how we used the resources we were given during fiscal year 2010. My agency'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 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, and increasingly many of our holdings are available online.

The thinking behind the President's Open Government directive is the essence of the work we do every day. It is rooted in the belief that citizens have the right to see, examine, and learn from the records of their government. That principle is already embedded in our agency's mission statement. FY 2010 has been a banner year in NARA's progress toward a more open government and you will find more information about our efforts throughout this report. These efforts include the following:

- Working with the agencies that created these records and other agencies whose classified information is included in them, we are processing, on an expedited basis, a backlog of about 400 million pages of records that have been classified for years.
- To support this declassification work, we established a National Declassification Center within NARA, "releasing all we can, protecting what we must."
- We expanded our use of Web 2.0 and social media to engage with our customers in new ways, through new *Twitter* sites, *You Tube*, wikis, *Facebook*, *Flickr*, and blogs.
- We established the Office of Government Information Services (OGIS), which will monitor activity government-wide under the Freedom of Information Act, to improve the FOIA process and resolve disputes between Federal agencies and requesters.
- We have leveraged the knowledge and expertise of some of our researchers as "Citizen Archivists," recognizing the contributions they can make to our description and understanding of the records in our holdings.
- We continue to make significant progress on our Electronic Records Archives (ERA), opening it to more Federal agency users.

We have also made strides in ensuring that our resources are well managed with the proper oversight. I am able to provide a qualified statement of assurance that, with the exception of five material weaknesses—holdings protection, information security, inventory control over artifacts in the Presidential Libraries, archival records preservation, and traditional records processing. 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 the 13 NARA offices and staff organizations. It is also based on senior 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 2010, are found in our Federal Managers' Financial Integrity Act (FMFIA) report in the appendix of the full report available online.

As we look ahead to the challenges and opportunities we face in FY 2011, we must pause for a moment to acknowledge the role NARA plays in our nation's democracy — a role built on ensuring that the citizens of our country are free to inspect, use, and learn from the records of the Government. Since 1934, thousands of NARA staff members in Washington, DC, and in Presidential Libraries, regional archives, and records centers across the country have worked to keep the holdings that document our history, our rights, and our entitlements safe and accessible for future generations.



David S. Ferriero  
Archivist of the United States

November 15, 2010

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**Performance** (Section 2 of full report available online at [www.archives.gov/about/plans-reports/performance-accountability/2010/](http://www.archives.gov/about/plans-reports/performance-accountability/2010/))

**Financial** (Section 3 of full report available online at [www.archives.gov/about/plans-reports/performance-accountability/2010/](http://www.archives.gov/about/plans-reports/performance-accountability/2010/))

**Other Accompanying Information** (Section 4 of full report available online at [www.archives.gov/about/plans-reports/performance-accountability/2010/](http://www.archives.gov/about/plans-reports/performance-accountability/2010/))



*Historian Ken Burns (left) and exhibit curator Bruce Bustard answer questions from reporters about "Discovering the Civil War" exhibit. (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, 2009, through September 30, 2010.

### ***How to Use This Report***

This report has four major sections:

- **Management's Discussion and Analysis** (*in full and summary reports*)  
Look here for the highlights of our agency-wide performance and use of resources in FY 2010. 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** (*in full report*)  
Look here for details on our performance by strategic goal and long-range performance targets in FY 2010. 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 is information on evaluations and 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** (*in full report*)  
Look here for our FY 2010 audited consolidated financial statements and notes, required supplementary information, and the reports from our independent financial auditor and our Inspector General.
- **Other Accompanying Information** (*in full report*)  
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.



*Supreme Court Justice Stephen Breyer administers the oath of office to Archivist David S. Ferriero on January 13, 2010. (Photo by Earl McDonald)*

## 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.

## 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.

**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. The organizational chart in figure 1 provides an overview of NARA’s structure.

**Personnel on Board\***

All funds as of September 30, 2010	Washington, DC, Area			Field Locations			Nationwide Total		
	Full– Time Perm	Other	Total	Full– Time Perm	Other	Total	Full– Time Perm	Other	Total
Records Services	782	222	1,004	8	3	11	790	225	1,015
Regional Records Services	186	24	210	1,065	569	1,634	1,251	593	1,844
Presidential Libraries	74	14	88	365	99	464	439	113	552
Information Security Oversight Off	35	0	35	0	0	0	35	0	35
Office of Gov’t Information Services	8	1	9	0	0	0	8	1	9
Federal Register	64	0	64	1	0	1	65	0	65
Nat’l Hist Publ & Records Comm	11	1	12	0	0	0	11	1	12
Electronic Records Archives	46	5	51	1	0	1	47	5	52
Office of Inspector General	23	0	23	0	0	0	23	0	23
<b>Total</b>	<b>1,229</b>	<b>267</b>	<b>1,496</b>	<b>1,440</b>	<b>671</b>	<b>2,111</b>	<b>2,669</b>	<b>938</b>	<b>3,607</b>

\* Admin Staff distributed across Program Offices

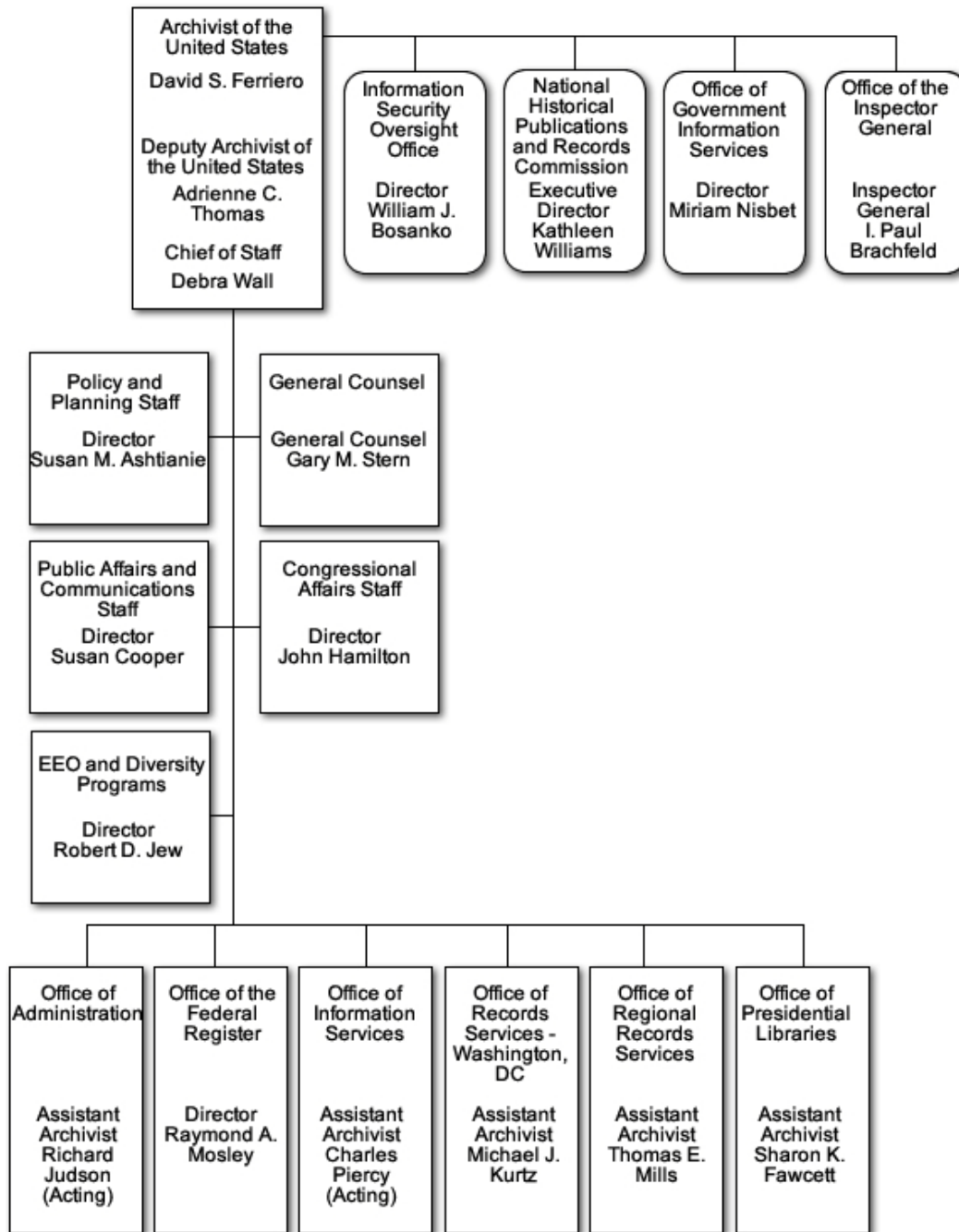


Figure 1. NARA's Organizational Structure (as of 9/30/10)

## An Overview of the Challenges Facing NARA

The citizens of the United States depend on NARA to protect and preserve records that document the rights of citizens and the work of Government. We hold in trust the records that confer citizenship and benefits, attest to court proceedings, and document service to our nation. NARA's customers represent a diverse group of people from various backgrounds, cultures, and disciplines. From genealogists to filmmakers, historians to patent holders, our customers, who use our resources for personal or professional reasons, rely and trust that the records we maintain are authentic, available, and accessible.

We value and support the principles of open government outlined in our commitment in *NARA's Open Government Plan*. These principles, which support a culture of openness, are embedded in NARA's mission. In the past year, we have worked with the public to create a more transparent, participative, and collaborative environment. We increasingly seek opportunities to communicate more efficiently and effectively with the public 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.



*Archives Specialist Jessica Edgar helps Girl Scouts in Kansas City find Juliette Gordon Low in census records.*

As the volume of the Government's records continues to grow and the electronic formats in which records are created continue to proliferate, NARA is encountering new challenges in achieving our core goals. Below we have identified our most pressing challenges:

- We must enhance the Electronic Records Archives (ERA) system so that we can preserve valuable electronic records; ensure their integrity and authenticity; and allow the public to efficiently and effectively access electronic records. We must work closely with agencies as they expand their use of ERA.
- We must protect our holdings, balancing the need for access to the holdings with the need to secure them. This is a continuing challenge as we consider how to best secure information in an ever-changing variety of media, protect the integrity of their contents, 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.
- Like all Federal agencies, we face new and evolving concerns about security, continuity of operations, and emergency preparedness. Continuity of Federal operations depends on the records of Government. Protecting, recovering, and making these records available requires development and implementation of new, more flexible solutions.

- 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 400 million pages of archival holdings previously subject to automatic declassification.
- 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 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 the 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.

In April, Bob Tissing, an archivist at the Lyndon B. Johnson Library, gave a talk and behind-the-scenes tour to 30 members of the Governing Council of the American Bar Association Health Law Section. During the tour, attorney Shelley Hubner, said that she had written to President Johnson as a child. Within minutes, Tissing retrieved her letter from the files, along with a copy of the reply from Johnson's personal secretary, Juanita Roberts. Hubner was stunned and "absolutely touched to tears" to see the letter she had written more than forty years earlier as a sixth grader in San Francisco. Hubner called the experience "an opportunity to be reunited with that part of my childhood, which was such a unique period for me and, I think, all Americans."



*Shelley Hubner (center) receives a copy of a letter she sent to President Johnson nearly 50 years ago from archivist Bob Tissing (left). (Photo courtesy Shelley Hubner)*



- Daily publication of the *Federal Register* is critical because many of the actions that Executive departments and the President need to take (especially during an emergency situation) require the legal authority that comes from publication of this document.
- We protect the essential records of hundreds of Federal agencies and courts as well as the records of the Congress, the Supreme Court, and 13 Presidential administrations. All Federal records, from highly classified documents to individual tax returns, are saved for as long as needed because the information they contain is essential to the effective operations of our government – to protect the rights and entitlements of our citizens, to understand past decisions and inform future policy choices, to hold appropriate officials accountable for their actions, and to ensure the safety and security of our country.
- We responded to more than 1.4 million requests last year for Official Military Personnel Files (OMPF). Many of these requests came from veterans, their families, or organizations working on behalf of veterans to verify their military service, apply for benefits, or research medical conditions. A veteran's ability to obtain a job, housing, or medical care often depends on our ability to meet information needs quickly.

As soon as Associate Supreme Court Justice John Paul Stevens announced his retirement in April, NARA staff at the Clinton Library went to work, pulling all records created or received by Elena Kagan during her four-year tenure in the Clinton White House. Because Kagan's name as a potential Supreme Court nominee had already come up a year before when Associate Justice Sonia Sotomayor was nominated, staff thought there was a good possibility she would be nominated to fill the next vacancy on the court. Senior archivists reviewed approximately 170,000 pages of documents, including 80,000 pages of printed emails, for Presidential Records Act and Freedom of Information Act restrictions. Kagan's records were made available to the public starting on May 10, the day President Obama announced her nomination, and ending on June 19.

In a handwritten note to Archivist of the United States David Ferriero, Kagan said, "Thanks so much for all the work you and your staff did to produce my White House documents so well and quickly. It was an extraordinary accomplishment – who knew I could have touched so many pieces of paper? The time and resources your office devoted to the project made it possible for me to get an early hearing date."



Chief Justice John G. Roberts, Jr., administers the Constitutional Oath to Elena Kagan on August 2, 2010. (Photo by Steve Petteway, Collection of the Supreme Court of the United States.)

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.



*The research room at the Eisenhower Library set a new record for number of researcher visits.*

## Performance Highlights

### Using the National Archives and Records Administration in FY 2010

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 2010.

	Researchers Microfilm	Researchers Other Records***	Written Requests	Public Program Attendees	Exhibit/ Museum Visitors	Online Visits
Washington, DC, Area	17,681	60,621	29,670	48,323	1,058,671	—
Federal Register	—	—	271	70	—	**** —
<b>Office of Regional Records Services</b>						
Northeast Region (Boston)	1,726	3,936	3,347	2,428	3,387	—
Northeast Region (Pittsfield)	570	1,950	825	3,710	106	—
Northeast Region (New York)	758	3,435	4,556	2,986	0	—
Mid Atlantic Region (Philadelphia)	2,678	4,168	1,622	3,238	0	—
Southeast Region (Atlanta)	329	3,589	1,970	7,623	5,449	—
Great Lakes Region (Chicago)	862	1,925	4,121	1,758	1,670	—
Central Plains Region (Kansas City)	130	2,087	2,608	14,536	19,814	—
Southwest Region (Fort Worth)	415	2,059	3,337	15,880	0	—
Rocky Mountain Region (Denver)	222	3,245	387	2,767	0	—
Pacific Region (Riverside)	683	1,915	3,373	2,471	0	—
Pacific Region (San Bruno)	1,280	3,217	3,064	4,525	487	—
Pacific Alaska Region (Anchorage)	202	648	303	1,541	111	—
Pacific Alaska Region (Seattle)	746	2,881	1,346	2,850	254	—
National Personnel Records Center	922	1,432	1,420,939	699	900	—
<b>Regional Records Services Total</b>	<b>11,550</b>	<b>36,487</b>	<b>1,451,798</b>	<b>67,012</b>	<b>32,178</b>	<b>—</b>
<b>Presidential Libraries</b>						
Hoover	—	481	1,325	29,841	49,240	406,234
Roosevelt	—	1,353	2,044	24,476	99,225	**279,839
Truman	—	718	2,341	32,842	72,233	2,633,836
Eisenhower	—	1,166	3,019	27,009	149,481	1,069,263
Kennedy	—	1,501	2,183	63,957	218,330	4,055,162
Johnson	—	1,649	3,156	19,278	274,735	2,899,359
Nixon	—	339	750	14,790	95,500	1,300,746
Ford	—	784	1,384	62,231	132,716	1,368,775
Carter	—	705	859	10,914	52,368	1,724,832
Reagan	—	914	405	21,000	302,105	1,771,494
Bush 41	—	690	1,150	59,950	112,266	236,269
Clinton	—	95	1,459	163,963	200,646	566,164
Bush 43	—	0	746	0	0	820,186
Other*	—	—	77	—	—	7,218
<b>Presidential Libraries Total</b>	<b>—</b>	<b>10,395</b>	<b>20,898</b>	<b>530,251</b>	<b>1,758,845</b>	<b>19,139,377</b>
<i>Archives.gov</i>	—	—	—	—	—	18,704,747
<i>Our Documents.gov</i>	—	—	—	—	—	1,192,183
<b>TOTAL</b>	<b>29,231</b>	<b>107,503</b>	<b>1,502,637</b>	<b>645,656</b>	<b>2,849,694</b>	<b>39,036,307</b>

\* Other covers general requests to the Office of Presidential Libraries and visits to Clinton websites hosted centrally.

\*\* Online Visits for Roosevelt Presidential Library does not include visits to the online digital archives segment of their website.

\*\*\* Researchers Other Records includes research done using public access PCs in research rooms.

\*\*\*\*The public retrieved 318,004,054 online Federal Register documents. These are not included in Online Visits totals because measurement methodology differs.

**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 2010 performance. Highlights of some of this year’s major accomplishments under each strategic goal follow the chart. We plan to publish additional information about 2011 and 2012 follow-on activities on our website with the submission of NARA’s FY 2012 Performance Budget.

**Snapshot of 2010 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)*

<i>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.</i>						
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 Center 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 Target	2010 Actual
Percent of agencies achieving a passing score for compliance with Federal records management policy	–	–	–	22	–	TBD
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	–	–	–	–	1	2.5
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	–	73

We continued our work in response to the FY 2008 GAO audit on Federal Records Management of E-Mail (GAO-08-742) where GAO recommended NARA carry out more oversight activities. Because we had developed a body of electronic records management policy and guidance that could effectively support our statutory responsibilities around compliance, NARA developed a program for annual agency self-assessments, targeted inspections by NARA staff, and reporting standards for making public our findings.

The self-assessment, conducted in FY 2009, was issued to more than 240 cabinet-level Federal agencies and their components, and independent agencies. We achieved a 91 percent agency participation rate and reported the results of Federal agency compliance in meeting existing records management regulations and requirements. The self-assessment covered five areas: Program Management, Records Disposition, Vital Records, Electronic Records, and E-Mail Records. Survey results indicated that 79



percent of Federal agencies have moderate to high levels of risk with their records management programs. The final report *Records Management Self-Assessment 2009: An Assessment of Records Management Programs in the Federal Government* can be found at <http://www.archives.gov/records-mgmt/resources/self-assessment.pdf>. We will use these results to identify key areas to target for inspection.

We conducted the FY 2010 self-assessment with 271 agencies, 93 percent of which responded. We will publish the results of this self-assessment in FY 2011.

As part of our oversight responsibilities, we inspected several projects at the Office of the Secretary of Defense (OSD). We inspected OSD's project to scan files of high level officials and other permanent records; OSD's use of an e-vault approach to preserve e-mail; and the implementation of procedures to prevent the inadvertent disposal of permanent records. We also worked with the National Geospatial-Intelligence Agency (NGA) component responsible for the preparation of mapping products.

Section 207(e) of the E-Government Act of 2002 imposed a statutory requirement for all Executive agencies to schedule their electronic information systems in existence since December 17, 2005, by September 30, 2009. Based on 240 Federal agencies, we assessed that 25 percent were in the moderate to high risk category for failing to schedule more than 90 percent of their electronic records. Forty-two percent of Federal agencies were rated low risk and 33 percent did not respond to NARA's request for information. As we move forward, we will continue to advocate for the scheduling and transfer to NARA of electronic records and look for ways to partner and work with agencies to increase compliance with scheduling the growing volume of electronic records within the Federal Government.

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

Sometimes researchers or "Citizen Archivists" find treasures in National Archives' holdings that we don't even know exist. Jonathan Webb Deiss, a researcher at the National Archives Building in Washington, DC, recently found a previously undiscovered Revolutionary War diary in the records of the Senate.

The diary was written by Samuel Leavitt, a soldier from Stratham, New Hampshire, who served in the Continental Line from July to October 1780. The journal is an important historical find because it details a common soldier's experience on his march to West Point, his tour of duty, and his march back to New Hampshire after his 3-month enlistment was finished. On page 17 of the diary, Leavitt describes seeing General George Washington at West Point and hearing about the attempted betrayal of West Point by General Benedict Arnold.



*Jonathan Webb Deiss (Photo by Meredith Stewart)*

access. With the deployment of ARCIS throughout the regions, our customers are able to submit electronic reference requests. Future system enhancements include features such as support for local billing arrangements and the capability for customers to electronically submit their transfer requests.

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 best efforts, we failed to achieve our target of 85 percent of military personnel records responded to within 10 working days. While steadily improving over prior years, we only responded to 73 percent within 10 working days. Currently, increased response times result from a seven percent increase in written requests (approximately 1,600 requests per week) above levels experienced during the same period in FY 2009. To help improve performance, we completed our planned hiring of military correspondence technicians and will continue to monitor progress to ensure increased response times to military personnel requests.

Preparations are underway to move to a new NPRC facility in St. Louis, MO, in 2011. Current facilities housing these records contain numerous problems that cannot cost effectively be renovated to meet storage standards. The new facility will provide vastly improved storage conditions for our military service files while helping to ensure their continued preservation.

***Strategic Goal 2: Preserve and Process the Nation's Records***

*Results: We met 2 out of 7 performance measures.*

<b>Goal 2: We will preserve and process records to ensure access by the public as soon as legally possible</b>						
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.						
<b>Performance Indicator</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Target</b>	<b>2010 Actual</b>
Percent of transfers of high value archival records received at the scheduled time	–	–	–	21	30	27
Percent of archival holdings that have been processed to the point where researchers can have efficient access to them	–	21	30	41	50	47
Percent of agency declassification reviews that receive high scores as assessed by ISOO	–	–	36	53	69	67
Percent increase in the number of pages completed in the NDC process.	–	–	–	–	10	71
Annual number Presidential pages scanned (in thousands)	506	512	519	545	500	531
High Priority Measure: Percent of NARA	57	80	81	82	–	82

archival holdings in appropriate space (target 85 percent by 2012)						
High Priority Measure: Percent of NARA records center holdings in appropriate space (target 85 percent by 2012)	–	–	–	–	–	60
Percent of archival holdings that require preservation action	–	65	65	65	≤ 65	64

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 30 percent of selected records on schedule; we received 27 percent on schedule, but were well ahead of last year’s target.



*With the help of the Carter Library staff, Douglas Ramseur surprised Lauren Cogswell with a proposal next to President and Mrs. Carter’s wedding clothes. They had their first date at the library two years ago. (Photo by Kimberly Broerman)*

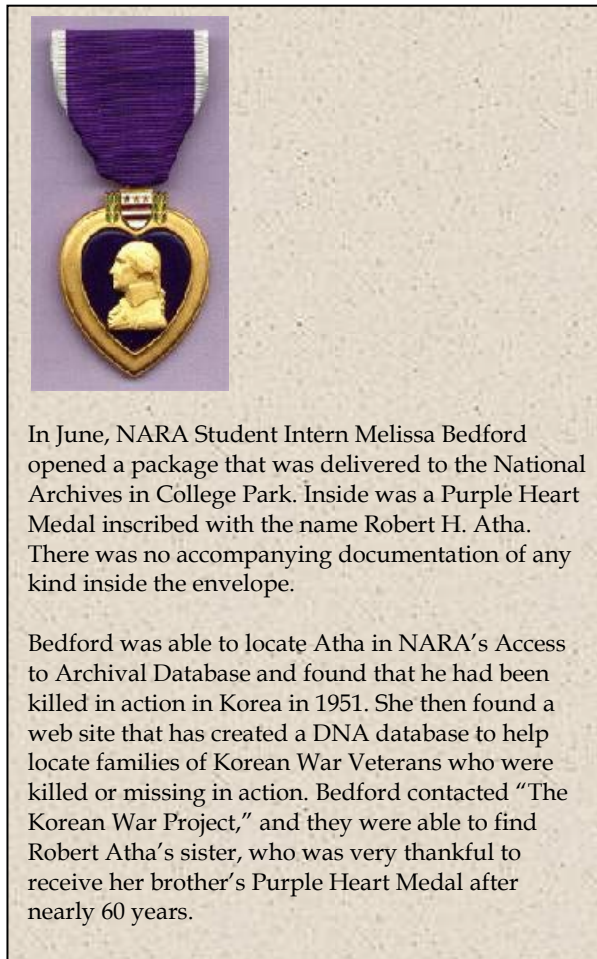
We continue to aggressively address our backlog of unprocessed records. Archival processing involves a series of steps that establish physical and intellectual control of records and culminates in describing records in our online catalog, making them easier and faster to locate for research. Although the percent of processed backlogged records has improved from 30 percent in FY 2008 to 47 percent in FY 2010, 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 hired a 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 NARA’s challenges, including records processing.

The processing of Presidential records differs from processing Federal records because of requirements in the Presidential Records Act. This Act entitles the former President and the incumbent to exercise executive privilege in determining what records can be released. This requires 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 made steady progress in the processing of our backlog of records; however, the addition of the George W. Bush Presidential records to the count of

holdings dramatically increased the backlog. We added archivists to our Presidential Libraries and spent much of this year training these new archivists. With the addition of new staff this year, we expect a steady improvement in processing holdings.

Upon signing of Executive Order 13526, NARA was designated to establish and lead a National Declassification Center (NDC), a critical element in reforming the Executive Branch's declassification program. Working closely with staff of national security agencies, NARA developed a concept of operations for a national center that would work collaboratively with agencies to efficiently and effectively manage the referral of classified equities between the various equity holders. Incorporating Lean Six Sigma concepts, we re-engineered our current declassification business processes to efficiently process and expedite the availability of declassified records to the public while balancing the needs of national security. To demonstrate our commitment to open government, we involved the public and historical communities to help us establish priorities for declassification and interagency referral reviews; the Archivist hosted an Open Forum to discuss the NDC and share the Prioritization Plan; we collaborated with national security agencies to improve business processes; and we established a website to provide timely information on the NDC.



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 530,000 pages of classified Presidential records eligible for declassification.

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. To comply with 36 CFR 1234 storage standards for Federal records, we continued to work on a lease agreement to replace our Denver records center and two new leases to replace the Washington National Records Center in Suitland, MD. We have renovation efforts underway to bring facilities such as our Federal Records Centers in Seattle, WA, and Chicago, IL, into compliance. We recently completed



improvements to our facility in Waltham, MA. Construction of a new National Personnel Records Center (NPRC) facility in St. Louis County is scheduled for initial occupancy in 2011. The facility will store our archival and permanent holdings and be built to the current archival storage standards of NARA 1571. The new facility will store records currently located at the Military Personnel Records Center and the Civilian Personnel Records Center in St. Louis, MO.

**Strategic Goal 3: Managing Electronic Records**

Results: We met 3 out of 3 performance measures.

<i>Goal 3: We will address the challenges of electronic records in Government to ensure success in fulfilling NARA's mission in the digital era.</i>						
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 Target	2010 Actual
Percent of archival electronic accessions processed	80	81	86	88	80	88
Percent of archival electronic records stabilized	89	89	90	88	85	86
Per megabyte cost of managing electronic records decreases each year	\$0.43	\$0.37	\$0.39	\$0.36	<\$0.36	\$0.15

The Electronic Records Archives (ERA) is our cutting-edge system that captures electronic records and information, regardless of format, saves them permanently, and makes them accessible on whatever hardware or software is currently in use. We achieved a major milestone with the deployment of the Congressional Records Instance of ERA. This instance provides for management and access to Congressional assets.

In addition, staff tested a prototype of Online Public Access (OPA), the portal for public access to our holdings and information about our holdings, which will be made available to the public in early FY 2011. We also drafted a Preservation Framework, defining the principles for long-term preservation and access to permanent electronic records in ERA.

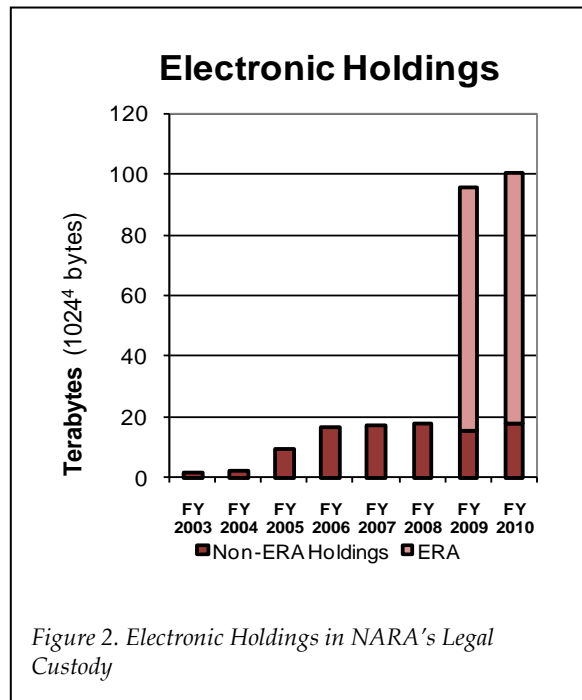


Figure 2. Electronic Holdings in NARA's Legal Custody

We continue to move data from our legacy systems to ERA with more than 1,000 accessions ingested to date. Data from our Presidential Libraries brings the total volume

in ERA to nearly 83 Terabytes (as of 9/30/10). Recently the White House announced that ERA was one of OMB’s high priority IT investments. We welcome the increased attention and are targeting a mid-2011 timeframe for demonstrating our success in making the system ready for use by all agencies. By mid-2012, we fully anticipate that ERA will be required for all Federal agencies to transfer their permanent electronic records to NARA.

**Strategic Goal 4: Providing Access to Records**

*Results: We met 10 out of 10 performance measures*

<b>Goal 4: We will provide prompt, easy, and secure access to our holdings anywhere, anytime.</b>						
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 (2 measures). 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.						
<b>Performance Indicator</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Target</b>	<b>2010 Actual</b>
Percent of written requests answered within 10 working days.	97	95	94	95	93	93
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	96	86	93	93	94	96
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	87	88	89	86	87	89
Percent of online archival fixed-fee reproduction orders completed in 20 working days or less (35 working days pre-2007)	97	72	68	90	90	96
Percent of electronic archival holdings available online	2.11	1.55	1.44	1.25	0.30	1.4
Percent of traditional archival holdings available online	—	—	0.038	0.041	0.30	0.6
Percent traditional holdings in an online catalog	51	56	64	69	70	70
Percent artifact holdings in an online catalog	57	57	61	74	70	78
Percent electronic holdings in an online catalog	98	99	98	95	70	96
NARA web sites scores as percent of benchmarked score for other Federal web sites	69	67	66	69	72	74

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 – more than 33 million visits in FY 2010. Through partnerships and collaborative efforts, we continue to increase the number of digital records available to the public through our online catalog of NARA’s nationwide holdings, the Archival Research Catalog (ARC). More than 2.8 million cubic feet of traditional holdings are described in ARC, 70 percent of our holdings. To date, we have received more than 24 million digital objects from partners. We continued with our multi-party projects digitizing the Homestead land entry files for Nebraska City and Lincoln; we partnered with Footnote to digitize and describe various Holocaust Assets Records microfilm publications, and we initiated another project with Footnote to digitize Civil War Union Service Records. A project with Ancestry.com recently culminated in a *Report of the Deaths of American Citizens Abroad*.

We welcome social media as a way to communicate and deliver timely information to the public. In FY 2010, not only did we continue with social media and networking tools such as *YouTube*, *Flickr*, *Twitter*, and *Facebook*, but we also increased our use of blogs, wikis, and *IdeaScale*. We joined *FlickrCommons*, a web site for cultural institutions to collaborate and share photograph collections with the public, and we established *Facebook* pages for several of our regional archives and Presidential Libraries. In the spring, we launched “AOTUS: Collector in Chief,” the blog of the Archivist of the United States. We recently launched a groundbreaking pilot project, the Our Archives wiki, which encourages “citizen archivists” to contribute their expertise and guidance to NARA.



Sgt. Darren Rogers checks Facebook while deployed in Afghanistan. Rogers is a fan of NARA's new social media presence. (Photo courtesy Sgt. Rogers)



The OPEN Government Act of 2007 amended the Freedom of Information Act to create an Office of Government Information Services (OGIS) within NARA. This act expanded NARA's responsibilities to strengthen FOIA throughout the Executive branch, and ensure transparency of Government information to the public. The office began operations with efforts underway to provide mediation services, respond to the public about the administration of FOIA, and improve processes used by OGIS, administrative agencies, and the public.

In response to the call for a more open and transparent government, and in celebration of the Federal Register's 75<sup>th</sup> anniversary, we launched *Federal Register 2.0*—an online newspaper edition of the *Federal Register*. Partnered with GPO and GovPulse, this effort reflects a public/private partnership and use of Web 2.0 technologies. Developed using open source code, this tool presents regulatory information in a new format that offers improved navigation and search features. And similar to a newspaper, *Federal Register 2.0* displays news sections for information related to topics of interest such as the environment, science and technology, and business and industry, to name a few. The web site integrates with *Regulations.gov* and the Unified Agenda, creating a seamless process for comment submissions into the official e-Rulemaking docket. In FY 2010, the public performed 318,004,054 online retrievals of *Federal Register* documents.

We continued to provide outstanding customer service exceeding our FY 2010 targets in almost every area. To date, we are exceeding our targets for written requests received from customers answered within 10 working days (94 percent); items requested in our research rooms provided within one hour of the request (95 percent); Freedom of

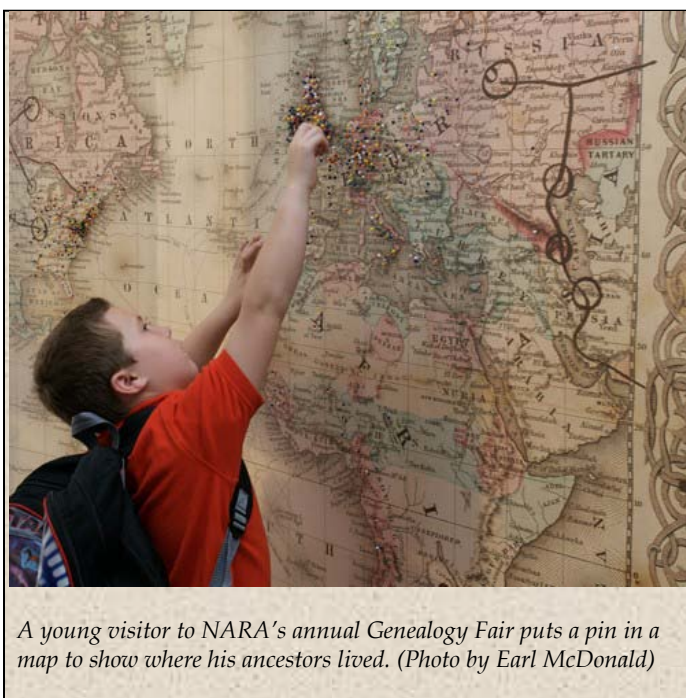
Information Act (FOIA) requests for Federal records completed within 20 working days (89 percent), and online orders completed within 20 working days (96 percent).

**Strategic Goal 5: Increasing Civic Literacy**

Results: We met 2 out of 2 performance measures.

<i>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.</i>						
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 Target	2010 Actual
Percent of public program visitors who are highly satisfied with their visit experience	96	96	97	97	85	99
Percent of NHPRC-assisted grants produce the results required	88	86	81	82	82	92

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



*A young visitor to NARA's annual Genealogy Fair puts a pin in a map to show where his ancestors lived. (Photo by Earl McDonald)*

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.

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. We presented public programs in celebration of the exhibit that included: *At the Edge of the Precipice: Henry Clay and the Compromise that Saved the Union*; *Women on the Civil War Battlefield*; and *The Civil War in 3-D*. In early FY 2011, the original Emancipation Proclamation will be showcased for three days in Part 2 of the exhibition.



*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, now in Beta testing, provides all teachers with access to primary sources, instruction in best practices, and opportunities to interact with teachers across the nation. When developing the site, we established an online community that served as a virtual meeting place for NARA's education team and colleagues from schools, institutions, and organizations across the nation to collaborate and share innovative ideas and best practices for this online web resource. Throughout development of the site, we regularly communicated our progress and requested feedback every step of the way. 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. For example, the "America and the Cold War" exhibit opened at the Ford Museum, traces the history of the Cold War and its effect on culture, political leadership and world politics; and at the Clinton Library, "Leadership in a Time of Crisis: President Clinton and the Oklahoma City Bombing," an in-house exhibit about the Oklahoma City bombing to commemorate the 15th anniversary of that event.

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. Nearly 93 percent of all grants are successfully producing the results required. A grant supporting our *Founding Fathers* project, an effort to provide free, online access to authoritative transcriptions of the writings of our

*Founding Fathers* and other important figures, resulted in the release of 5,000 unpublished transcriptions of materials from President John Adams and James Madison to the public.

***Strategic Goal 6: Developing our Infrastructure***

*Results: We met 1 out of 4 performance measures (1 measure under development).*

<b>Goal 6. We will equip NARA to meet the changing needs of our customers.</b>						
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.						
<b>Performance Indicator</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Target</b>	<b>2010 Actual</b>
Percent of employees possessing core competencies identified for their jobs	–	–	–	–	–	–
Number of underrepresented groups matching respective availability levels in the CLF (out of 6)	1	1	1	1	6	1
Percent of NARA's positions filled within 80 days	–	–	–	–	30	12
Percent of NARA's eligible staff participating in the telework program	–	–	–	–	15	4
Percent of public applications availability	98.9	99.4	99.5	99.5	98.85	99.65

We moved forward in making NARA a great place to work for NARA staff. 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***

Our long-term objectives are tied directly to our budget. The chart on the next page illustrates, by strategic goal and long-term objective, the resources allocated to each of these goals. (The resources obligated to each of these goals are shown in figure 4 on p. 25.) The chart also links the major budget functions to each of our long-term objectives.

NARA Goals and Long-Term Objectives (\$ and FTE allocated to each Goal)	Records Services	Archives – Related Services	Electronic Records Archives	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
<b><i>Goal 1: \$45,807,000 and 1,694 FTE</i></b>							
1.1: By 2016, 50 percent of agencies' records management self-assessments received by NARA.	✓						
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 Center 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.	✓						
<b><i>Goal 2: \$209,769,000 and 749 FTE</i></b>							
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 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.	✓						
<b><i>Goal 3: \$98,178,000 and 96 FTE</i></b>							
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.	✓		✓				
<b><i>Goal 4: \$56,336,000 and 320 FTE</i></b>							
4.1: By 2016, NARA customer service standards for researchers are met or exceeded.	✓		✓				

**National Archives and Records Administration**  
**Performance and Accountability Report, FY 2010**

<b>NARA Goals and Long-Term Objectives</b> (\$ and FTE allocated to each Goal)	Records Services	Archives – Related Services	Electronic Records Archives	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
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.	✓				✓		
<b>Goal 5: \$30,356,000 and 190 FTE</b>							
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.	✓					✓	
<b>Goal 6: \$35,736,000 and 184 FTE</b>							
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.	✓			✓			

## Financial Highlights

Fiscal Year 2010 is the seventh year that NARA prepares and submits our consolidated financial statements to the Office of Management and Budget (OMB) and U.S. Congress in accordance with the Chief Financial Officers (CFO) Act, subject to the Accountability of Tax Dollars Act (ATDA) of 2002. The financial statements presented in this report have been prepared from NARA's 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's operations are funded through appropriated budget authority, which includes annual, multi-year and no-year appropriations available for use within certain specified statutory limits. In addition, the National Archives Trust Fund, Gift Fund, and Revolving Fund revenues fund their respective operations.

FY 2010 budget authority from NARA's operating appropriation was \$471 million. We carried over \$57 million in multi-year and no-year funds available for obligation. Total appropriated budget authority for FY 2010 was \$528 million (see Figure 3).

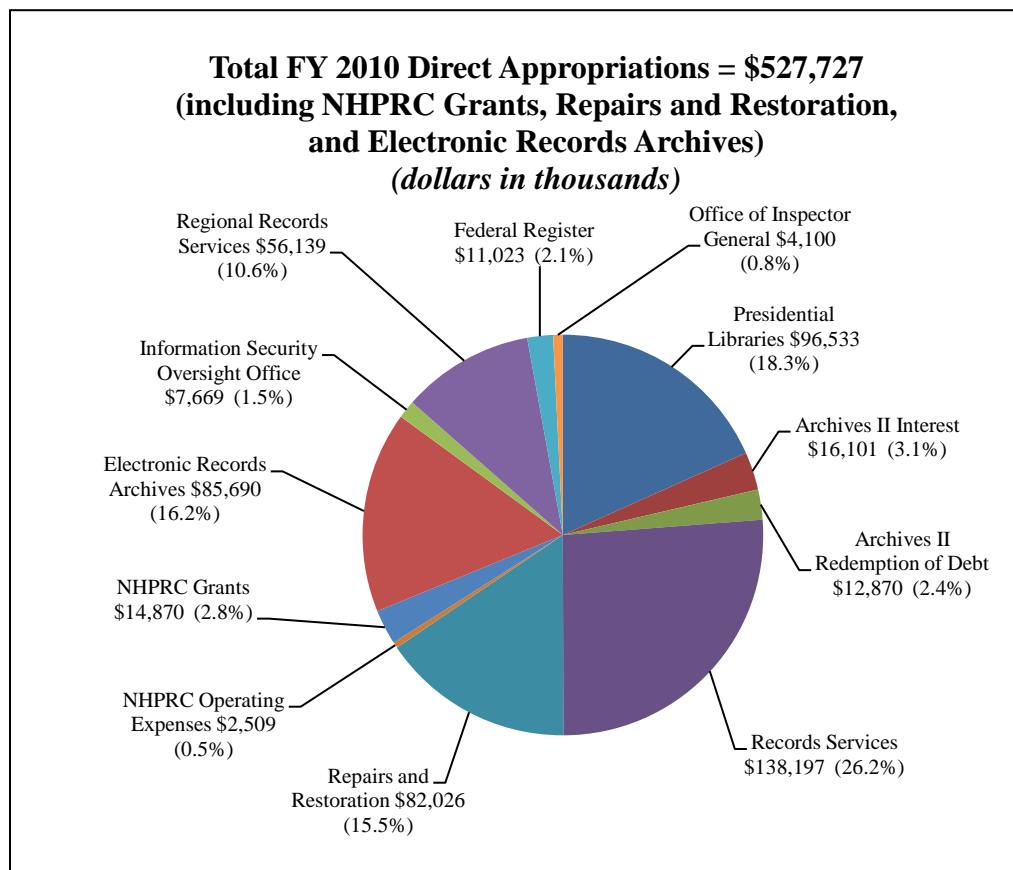


Figure 3. Appropriated Budget Authority, FY 2010

The major operating appropriation funds basic operations, comprising records services, archives-related services, and the redemption of debt, and associated interest, stemming from the construction of National Archives building at College Park. Records services provides for selecting, preserving, describing, and making available to the general public, scholars, and Federal agencies the permanently valuable historical records of the Federal Government and the historical materials and Presidential records in Presidential Libraries; for preparing related publications and exhibit programs; and for conducting the appraisal of all Federal records. Archives-related services provides for the publications of the *Federal Register*, the *Code of Federal Regulations*, the *U.S. Statutes at Large*, and Presidential documents, and for a program to improve the quality of regulations and the public's access to them. The \$302 million cost of construction of the National Archives at College Park, which serves as a major archival facility as well as the center for NARA's administrative offices, was financed by Federally-guaranteed debt issued in 1989. Annually, the Archivist seeks appropriations for the payment of interest and redemption of that debt.

In addition to the general operating expenses appropriation, NARA receives other appropriations that are more specific. The Electronic Records Archives appropriation funds NARA's effort to ensure the preservation of and access to Government electronic records. The Repairs and Restoration appropriation funds the repair, alteration, and improvement of archives facilities to provide adequate storage for holdings. The National Historical Publications and Records Commission program provides grants to state, local, and private institutions to preserve and publish records that document American history. Figure 3 demonstrates the allotment of total available appropriated funds.

The National Archives Trust Fund and Presidential Library Trust Funds' budget authority includes revenues generated from the sale of publications, museum shop sales, paper reproductions, audio visual reproductions, library admissions, educational conferences, and interest income. Expenditures are made for the cost of museum shop inventory, personnel, operational and financial systems, equipment, and reproduction supplies. The National Archives Trust Fund and Presidential Library Trust Funds earned revenue of \$17 million in FY 2010.

The Gift Fund's budget authority includes donations and interest earned on those gifts and endowments. It was established to administer incoming gifts and bequests for the benefit of, or in connection with, the archival and records activities of the National Archives and Records Administration. Expenditures are made for various programs, including historical research, conferences, archival and cultural events, and publications. In FY 2010, the gift fund received donations of \$1.5 million.

The Revolving Fund's budget authority includes revenue generated from the temporary Federal agency records stored in NARA service facilities. It provides storage, transfer, reference, re-file, and disposal services for a standard fee. The Revolving Fund earned revenue of \$162 million, after intra-entity eliminations in FY 2010.

### Uses of Funds by Function

NARA incurred new general fund obligations of \$455 million in FY 2010. Of this, \$2 million is for reimbursable work. The chart below represents obligations by strategic goals.

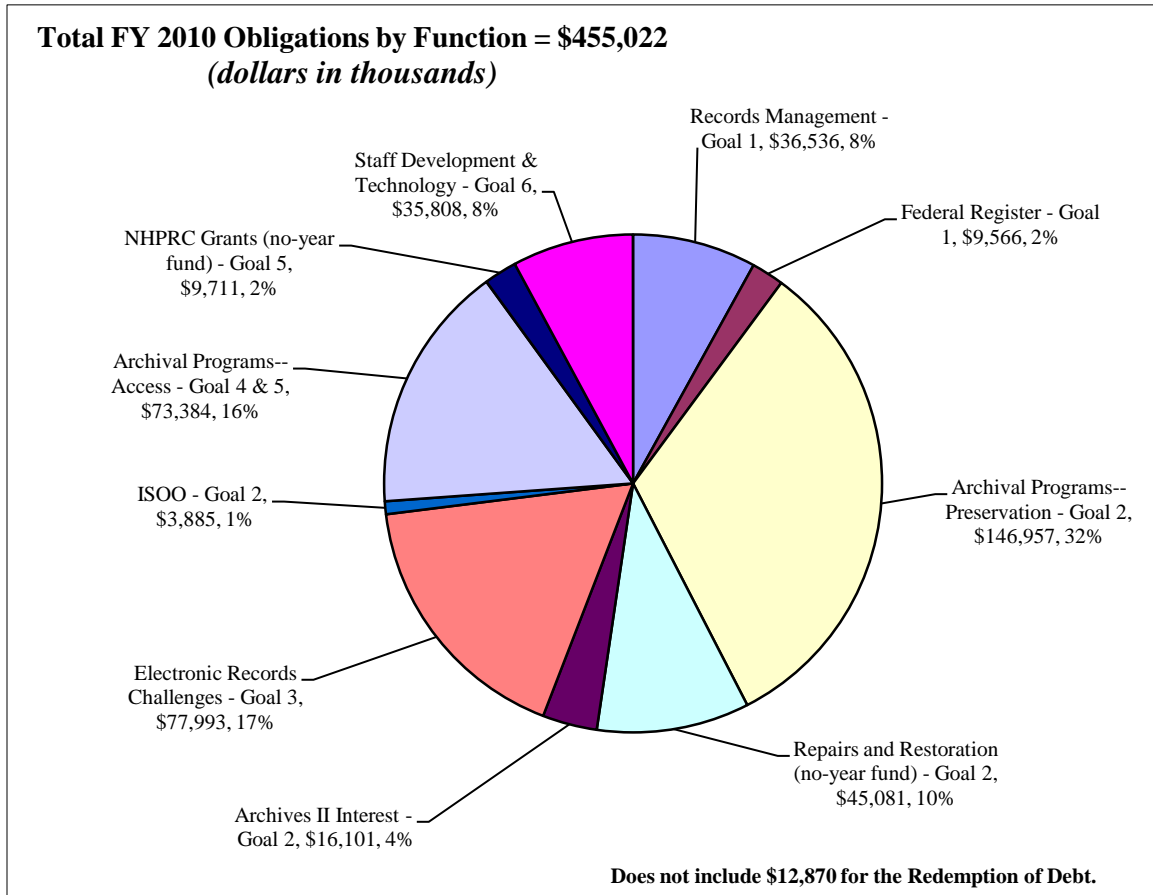


Figure 4. Obligations by Function, FY 2010

### Audit Results

NARA's FY 2010 financial statements were audited by Cotton and Co. under contract to NARA's Office of the Inspector General. NARA received an unqualified audit opinion on its FY 2010 and FY 2009 financial statements. While recognizing the progress made by NARA, the auditors carried forward the significant deficiency in Information Technology control environment for FY 2010.

### 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, of the full PAR. An analysis of the principal statements follows.

***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). While 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, 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.

***Analysis of the Balance Sheet***

**ASSETS:** NARA's assets were \$781.7 million as of September 30, 2010, an increase of \$52.5 million from the end of FY 2009. The majority of this increase resulted from an increase in Fund balance due to the annual appropriations and accumulation of software development costs for ERA project, leasehold improvement projects, as well as computer and communication equipment upgrades. The assets reported in NARA's balance sheet are summarized in the accompanying table.

<b>Asset Summary (in millions)</b>	<b>FY 2010</b>	<b>FY 2009</b>
Fund balance with Treasury and cash	\$ 284.2	\$ 256.9
General property, plant, and equipment, net	444.4	420.4
Investments	36.8	34.9
Accounts receivable, net	14.5	15.0
Inventory	1.0	1.0
Other	0.8	1.0
<b>Total assets</b>	<b>\$ 781.7</b>	<b>\$ 729.2</b>

The fund balance with Treasury and cash represents approximately 36 percent of total assets. Property, plant, and equipment constitute 56 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, 2010, amounted to \$281.8 million. An increase of \$11.9 million from the end of FY 2009 is due mainly to the broader base of expenditures and several major long term projects with protracted billing processes. The liabilities reported in NARA's balance sheet are summarized in the accompanying table.

<b>Liabilities Summary (in millions)</b>	<b>FY 2010</b>	<b>FY 2009</b>
Debt held by the public	\$ 181.0	\$ 193.9
Accounts payable	56.4	35.0
Federal employees benefits	11.2	11.0
Other	33.2	30.0
<b>Total liabilities</b>	<b>\$ 281.8</b>	<b>\$ 269.9</b>

Debt held by the public accounts for approximately 64 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. Liabilities totaling \$203.8 million, or 72 percent of total liabilities, are unfunded, i.e., budgetary resources are not yet available as of September 30, 2010. 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 \$181.0 million for debt held by the public, \$12 million for actuarial portion of Federal employee benefits, and \$10.8 million for unfunded annual leave.

**NET POSITION:** The difference between total assets and total liabilities represents net position of \$499.8 million as of September 30, 2010. The net position reported in NARA's balance sheet is summarized in the accompanying table.

<b>Net Position Summary (in millions)</b>	<b>FY 2010</b>	<b>FY 2009</b>
Unexpended appropriations	\$ 196.8	\$ 193.4
Cumulative results of operations	303.0	265.9
<b>Total net position</b>	<b>\$ 499.8</b>	<b>\$ 459.3</b>

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 increase in net position of \$40.5 million from FY 2009 to FY 2010 comprises the increase in cumulative results of operations of \$37.1 million and an increase in unexpended appropriations of \$3.4 million. The overall increase is due mainly to the increase in budget authority in FY 2010 and the capital expenditures during fiscal year 2010, of which ERA software development costs are the most significant single factor.

### *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, 2010, is \$450.1 million. The increase of \$37.2 million in the net cost of operation is due largely to the higher operating costs, such as utilities and rent, and major restoration and improvements projects at the libraries; especially the Kennedy, Johnson, Roosevelt, and Nixon libraries in FY 2010; as well as an increase in grants awarded by the National Historical Publications and Records Commission.

Net costs by program are shown in the accompanying table.

<b>Net Cost of Operations (in millions)</b>	<b>FY 2010</b>	<b>FY 2009</b>
Records and archives-related services	\$ 386.2	\$356.4
Trust and gift funds	(1.9)	(3.5)
Electronic records archives	17.1	17.6
National Historical Publications and Records Commission grants	8.8	6.4
Archives facilities and presidential libraries repairs and restoration	29.5	23.9
Records center storage and services	10.4	12.1
<b>Net cost of operations</b>	<b>\$ 450.1</b>	<b>\$ 412.9</b>

### ***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 2010, NARA had budgetary resources available of \$778 million, an increase of 8 percent over \$716 million in FY 2009. The majority of the increase resulted from new budget authority and an increase in the business volume by the revolving fund.

### ***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***

NARA does not have any high risk programs, as defined by OMB and the Improper Payments Information Act of 2002 (IPIA), or programs and activities that meet the threshold established by the Office of Management and Budget as a definition of significant erroneous payments.

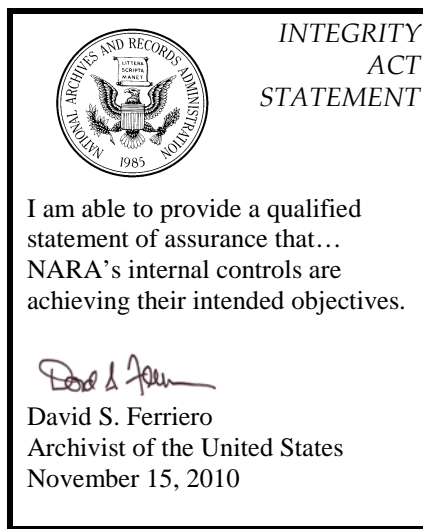
## Systems, Controls, and Legal Compliance

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 Section 4 of the full report for NARA's FY 2010 FMFIA Report.*)



### ***Internal Controls Program***

NARA's internal controls worked to ensure the attainment of our mission and FY 2010 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
- Senior Staff 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 2010 Internal Controls***

NARA evaluated its internal control systems for the fiscal year ending September 30, 2010. This evaluation provided reasonable assurance that, except for five material weaknesses, the agency's internal controls achieved their intended objectives. No material weaknesses in internal controls over financial reporting have been identified this year or in the past year by management assessments or the independent auditors.

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, but still have substantial work to accomplish. In FY 2009, we declared a material weakness related to NARA's misalignment of policy and contract language regarding the handling of personally identifiable information (PII) on NARA-owned storage device, particularly hard drives. We have been able to accomplish all necessary control work to end that weakness. However, other issues in the broader area of information security will combine for a new material weakness with a multi-year mitigation strategy. In FY 2008, we declared a material weakness in artifact inventory processes at our Presidential Libraries, which will continue for another year. In FY 2010, we are recognizing material weaknesses in both archival records preservation and traditional records processing. Details on the five material weaknesses are found in our Federal Managers' Financial Integrity Act Report in the Other Accompanying Information section of the full PAR.

### ***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, 2010.

### ***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*

James Whitman came to the National Archives at Kansas City in June to look at Bureau of Indian Affairs records from the Fort Berthold Indian Reservation hoping to find information about his family. Whitman's father had been a tribal chairman several times, and had served on a Presidential Commission during the Kennedy administration. He was able to find pictures of Fort Berthold that featured his father and other family members, and also himself as a little boy. While using the public access computer, Whitman noticed a framed photo on the wall of the cast of an operetta performed at Pierre Indian School, and identified his father as a musician in the photo. The photos provided Whitman glimpses of his past that he didn't know existed.



*Performers at the Fort Berthold Indian Reservation. James Whitman's father is in the front row, holding the saxophone. (Photo from the Archival Research Catalog)*

*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.



*Mrs. Henderson was the one millionth visitor to the National Archives. She and her family were welcomed by the Archivist. (Photo by Cathy Farmer)*

## A Message from the Chief Financial Officer



I am pleased to present the National Archives and Records Administration (NARA) consolidated financial statements for the fiscal year 2010 Performance and Accountability Report. For the fifth consecutive year, an independent auditor has rendered an unqualified opinion on the NARA financial statements and identified no material weaknesses over our financial reporting.

During FY 2010, we successfully enhanced our procedures in the property accounting area to address a significant deficiency in internal control over financial reporting, and we continued with the implementation of internal controls in the area of personal property management including the implementation of a new property accounting system.

This year we also continued to streamline and improve our financial reporting processes, simplifying and accelerating the process for estimating accrued accounts payable, and achieving higher response rate and accuracy.

NARA is continuing its effort to address the ongoing, ever evolving, challenge related to Information Technology security facing us, along with other Federal and private entities, given the rapid pace of technological changes.

We took aggressive steps to resolving our holdings security material weakness by creating a new Holdings Protection team whose charter is to assist program managers across NARA to assess the risks and develop appropriate compensating internal controls to protect our holdings.

I wish to acknowledge our staff for their dedication to NARA's mission and their diligent efforts in maintaining the unqualified opinion on our financial statements. We extend our appreciation to our financial service provider for their continued and consistent professional support.

Even as financial oversight and accountability requirements grow more complex and challenging, NARA is steadfastly committed to improving financial management and producing accurate and reliable financial statements.

A handwritten signature in black ink, appearing to read 'RJ', with a long, sweeping flourish extending to the right.

Richard Judson  
Acting Assistant Archivist for Administration and  
Chief Financial Officer



## Auditor's Reports (FY 2010)

### *Inspector General's Summary*

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION  
ANNUAL FINANCIAL STATEMENT  
FISCAL YEAR 2010

OFFICE OF THE INSPECTOR GENERAL  
COMMENTARY AND SUMMARY

This audit report contains the Annual Financial Statements of the National Archives and Records Administration (NARA) for the fiscal years ended September 30, 2010 and 2009. We contracted with the independent certified public accounting firm of Cotton & Company, LLP (C&C) to perform the fiscal years 2010 and 2009 audits. The audit was done in accordance with U.S. generally accepted auditing standards, the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; applicable provisions of the OMB Bulletin No. 07-04 *Audit Requirements for Federal Financial Statements*, as amended, and the GAO/PCIE *Financial Audit Manual*.

In its audit of NARA's financial statements, C&C's opinion states that the financial statements present fairly, in all material respects, the financial position of NARA as of September 30, 2010 and 2009, and its net cost, changes in net position, and budgetary resources for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

C&C reported one significant deficiency<sup>1</sup> in internal control over financial reporting in the area of Information Technology. C&C reported no material weaknesses<sup>2</sup> and disclosed no instances of noncompliance with certain provisions of laws and regulations.

In connection with the contract, we reviewed C&C's report and related documentation and inquired of its representatives. Our review, as differentiated from an audit in accordance with U.S. generally accepted government auditing standards, was not intended to enable us to express, as we do not express, opinions on NARA's financial statements or conclusions about the effectiveness of internal control; or conclusions on compliance with laws and regulations. C&C is responsible for the attached auditor's report dated November 12, 2010, and the conclusions expressed in the report. However, our review disclosed no instances where C&C did not comply, in all material respects, with generally accepted government auditing standards.

<sup>1</sup> A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

<sup>2</sup> A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of an entity's financial statements will not be prevented, or detected and corrected on a timely basis.

**Independent Auditor's Report (FY 2010)**



Cotton & Company LLP  
635 Skeltons Lane  
4<sup>th</sup> Floor  
Alexandria, VA 22314

P: 703.856.6701  
F: 703.856.6941  
www.cottoncpa.com

The Inspector General  
National Archives and Records Administration

**INDEPENDENT AUDITOR'S REPORT**

We have audited the accompanying consolidated balance sheet of the National Archives and Records Administration (NARA) as of September 30, 2010 and 2009, and the related Statements of Net Cost, Changes in Net Position, and Budgetary Resources for the years then ended. These financial statements are the responsibility of NARA management. Our responsibility is to express an opinion on the financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America; standards applicable to financial statement audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) audit guidance. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements' presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above, present fairly, in all material respects, the financial position of NARA as of September 30, 2010 and 2009, and its net cost, changes in net position, and budgetary resources for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our reports dated November 12, 2010, on our consideration of NARA's internal control over financial reporting, and on our tests of NARA's compliance with certain provisions of laws and regulations and other matters. The purpose of those reports is to describe the scope of our testing on internal control over financial reporting and compliance, and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. Those reports are an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report, in considering the results of our audits.

The information in the Management Discussion and Analysis and Required Supplementary Information sections is not a required part of the consolidated financial statements, but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding methods of measurement and presentation of this information. We did not, however, audit this information and, accordingly, we express no opinion on it.



Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The information in the Message from the Archivist, Performance Section, and Other Accompanying Information is presented for purposes of additional analysis and is not required as part of the consolidated financial statements. This information has not been subjected to auditing procedures and, accordingly, we express no opinion on it.

COTTON & COMPANY LLP

Colette Y. Wilson  
Partner



Alexandria, Virginia  
November 12, 2010

## Management Response to Auditor's Report (FY 2010)




Date: November 9, 2010  
To: Paul Brachfeld, OIG  
From: David S. Ferriero, N  
Subject: FY10 Management Response to Audit Report

Thank you for the opportunity to review and comment on the draft reports entitled, *Independent Auditor's Report on Internal Control* and *Independent Auditor's Report on Compliance with Laws and Regulations*. We appreciate your efforts and cooperation throughout this audit process.

We are pleased that the Independent Auditor recognizes our progress, as evidenced by an "unqualified" audit opinion on this year's financial statements, downgrading of prior year significant deficiency in personal property management, and recognition of NARA's efforts in addressing the Information Technology control environment.

While challenges remain, I believe NARA has demonstrated its commitment to improved financial management and ability to produce accurate and reliable financial statements. NARA will continue to work diligently to address its challenges, as well as to further improve its financial management processes and related internal controls. We would like to again thank the Office of Inspector General and the Cotton & Company, LLP for working with NARA staff in a professional and dedicated manner.

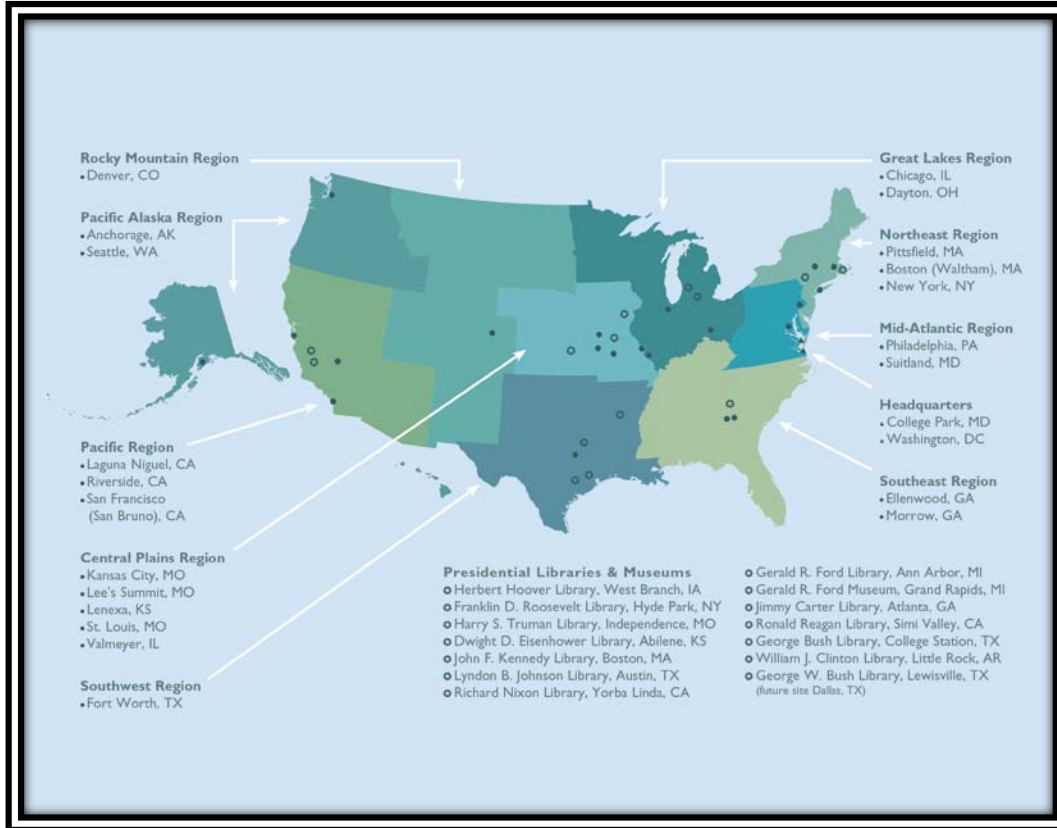


DAVID S. FERRIERO  
Archivist of the United States

NATIONAL ARCHIVES *and*  
RECORDS ADMINISTRATION  
700 PENNSYLVANIA AVENUE, NW  
WASHINGTON, DC 20408-0001  
[www.archives.gov](http://www.archives.gov)

## NARA Facilities Span the Country

The National Archives administers a nationwide network of facilities, serving both the public and Federal agencies.



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

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

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

**Office of the Federal Register**  
Suite 700  
800 North Capitol Street, NW  
Washington, DC 20002  
202-741-6000

**NARA-Northeast Region**  
Diane LeBlanc,  
*Regional Administrator*

NARA-Northeast Region  
(Boston)  
380 Trapelo Road  
Waltham, MA 02452  
781-663-0130

NARA-Northeast Region  
(Pittsfield)  
10 Conte Drive  
Pittsfield, MA 01201  
413-236-3600

NARA-Northeast Region  
(New York City)  
201 Varick Street, 12th Floor  
New York, NY 10014  
212-401-1620

**National Archives and Records Administration**  
**Performance and Accountability Report, FY 2010**

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**NARA-Mid Atlantic Region**  
 V. Chapman-Smith,  
*Regional Administrator*

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 (Center City Philadelphia)  
 900 Market Street  
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 215-606-0100

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 14700 Townsend Road  
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 770-968-2100

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 4712 Southpark Boulevard  
 Ellenwood, GA 30294  
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 773-948-9001

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 Dayton, OH 45439  
 937-425-0600

NARA-Great Lakes Region  
 (Kingsridge)  
 8801 Kingsridge Drive  
 Dayton, OH 45458  
 937-425-0601

**NARA-Central Plains Region**  
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*Regional Administrator*

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

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 (Lee's Summit)  
 200 Space Center Drive  
 Lee's Summit, MO 64064  
 816-288-8100

NARA-Central Plains Region  
 (Lenexa)  
 17501 West 98th Street, #31-50  
 Lenexa, KS 66219  
 913-825-7800

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

**NARA-Rocky Mountain  
 Region**  
 Barbara Voss,  
*Regional Administrator*

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

**NARA-Pacific Region**  
 David Drake,  
*Regional Administrator*



*President Carter and Former First Lady Rosalynn Carter explore "Freedom's Sisters," an exhibit at the Carter Library*

**NARA-Southwest Region**  
 Preston Huff,  
*Regional Administrator*

501 West Felix St, Bldg 1  
 P.O. Box 6216  
 Fort Worth, TX 76115  
 817-551-2002

NARA-Pacific Region  
 (Riverside)  
 23123 Cajalco Road  
 Perris, CA 92570  
 951-956-2000

NARA-Pacific Region  
 (San Francisco)  
 1000 Commodore Drive  
 San Bruno, CA 94066  
 650-238-3500

**NARA-Pacific Alaska Region**  
Candace Lein-Hayes,  
*Regional Administrator*

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(Seattle)  
6125 Sand Point Way, NE  
Seattle, WA 98115  
206-336-5115

NARA-Pacific Alaska Region  
(Anchorage)  
654 West Third Avenue  
Anchorage, AK 99501  
907-261-7800

**NARA-National Personnel  
Records Center**  
Ronald Hindman, *Director*

NARA-National Personnel  
Records Center  
(Civilian Personnel Records)  
111 Winnebago Street  
St. Louis, MO 63132  
314-801-9250

NARA-National Personnel  
Records Center  
(Military Personnel Records)  
9700 Page Avenue  
St. Louis, MO 63132  
314-801-0800

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

**Franklin D. Roosevelt Library**  
Cynthia Koch, *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 Updegrave, *Director*  
2313 Red River Street  
Austin, TX 78705  
512-721-0200

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

Maryland Office  
8601 Adelphi Road  
College Park, MD 20740  
301-837-3290  
California Office  
18001 Yorba Linda Blvd.  
Yorba Linda, CA 92886  
714-983-9120

**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/](http://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.

Copies of this report also may be obtained by electronic request via the form at—

[www.archives.gov/contact/inquire-form.html](http://www.archives.gov/contact/inquire-form.html)

or by writing to National Archives and Records Administration, Policy and Planning Staff, 8601 Adelphi Road, Room 4100, College Park, MD 20740-6001. Please specify whether you are interested in the summary report or the full report. Also, we welcome your comments on how we can improve this report for FY 2011. Please e-mail any comments to [Vision@nara.gov](mailto:Vision@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/](http://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/](http://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. <http://www.archives.gov/open/index.html>

**The National Archives Experience:** Participate in an interactive, educational experience about the power of records in a democracy. [www.archives.gov/national-archives-experience/](http://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/arc/](http://www.archives.gov/research/arc/)

**Presidential Libraries:** Explore the history of our nation through the leaders who helped shape the world. [www.archives.gov/presidential-libraries/](http://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. *Now in a new Federal Register 2.0 format!* [www.federalregister.gov](http://www.federalregister.gov)  
[www.ofr.gov](http://www.ofr.gov)  
[www.fdsys.gov](http://www.fdsys.gov)  
[www.archives.gov/federal-register/](http://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/](http://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/](http://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/](http://www.archives.gov/publications/prologue/)*

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