FISCAL YEAR 2011

ANNUAL PERFORMANCE PLAN

Revised Final
May 17, 2011

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

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

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 We fund grants to increase access to the nation's historical documents.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

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

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

Our Mission:

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

Our Strategic Goals:

- *One:*   As the nation's record keeper, we will ensure the continuity and effective operations of Federal programs by expanding our leadership and services in managing the Government's records

- *Two:*   We will preserve and process records to ensure access by the public as soon as legally possible

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

- *Four:*   We will provide prompt, easy, and secure access to our holdings anywhere, anytime

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

- *Six*   We will equip NARA to meet the changing needs of our customers

These goals and the strategies to achieve them are detailed in *Preserving the Past to Protect the Future: The Strategic Plan of the National Archives and Records Administration, 2006-2016*, revised and issued in September 2009. This annual performance plan is based on the goals, strategies, and long-range performance targets in our Strategic Plan, and builds on accomplishments in FY 2010. It details the actions and outcomes that must occur in FY 2011 for us to move forward on meeting the goals and targets in our Strategic Plan. In addition to listing performance goals and measures for evaluating our performance, the plan describes the processes, skills, and technologies, and the human, capital, and informational resources needed to meet the year's performance goals. We received no aid from non-Federal parties in preparing this plan.

In FY 2010, the Archivist established a Task Force on Agency Transformation charged with identifying the key issues, including barriers and opportunities, relating to organizational effectiveness facing NARA today. The team was also directed to recommend organizational strategies that would position NARA to flourish and lead in the future. Working collaboratively with NARA´s Employee Viewpoint Survey Task Force and engaging staff from around the country using social media venues such as online forums, town halls, and blogs, we identified six transformational outcomes needed for NARA to reduce redundancies, streamline decision-making, and lay the foundation for a very different way of doing business. These transformational outcomes reflect the tenets of open government—transparency, participation, and collaboration—and are needed for NARA to operate more effectively and efficiently in the future.   The six transformational outcomes—*One NARA, Out in Front, An Agency of Leaders, A Great Place to Work, A Customer Focused Organization, and an Open NARA*—align with the goals identified in our strategic plan set forth to achieve our mission. Implementing the changes needed to properly position NARA and achieve these outcomes requires not only a change in the way we do business, but how we are organized to conduct business. Through an examination and redefining of our values, we are restructuring NARA to better serve the needs of both our customers and staff.

Following is a summary of the resources, by budget authority, we received to meet our FY 2011 objectives. Our budget is linked to the performance goals in this plan.

Operating Expenses	**$325,103**
Office of Inspector General	**$4,242**
Electronic Records Archives	**$71,856**
Repairs/Restorations	**$11,824**
Grants	**$6,986**
Total Budget Authority	**$420,011**
Redemption of Debt	**$13,987**
Total Appropriation	**$433,998**
Total FTE	**3,327**

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

We continue using four mechanisms to measure actual performance: (1) periodic management reviews, (2) formal audits of operations, (3) expansion and refinement of our performance measurement system, and (4) systematic sampling of measurement system effectiveness. In FY 1999 we deployed our agency-wide Performance Measurement and Reporting System (PMRS). This system allows us to define and consistently measure data critical to the analysis of our performance objectives. Every year we integrate and expand the system further so that our strategic performance is measured using a balanced scorecard approach for tracking cycle times, quality, productivity, cost, and customer satisfaction for our products and services.

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

Our program management system (PROMT) controls costs and schedules on a variety of programs including the Electronic Records Archives (ERA) program. PROMT integrates several commercial-off-the-shelf program management tools in a Windows-based web environment to help us schedule and link project activities, assign resources, collect and report costs, calculate earned value, and analyze impacts and risks to the ERA program. PROMT incorporates an EIA-748 compliant tool that meets OMB and GAO requirements for calculating earned value. We also implemented project management guidance throughout the agency to standardize the use of these and other project management tools and processes.

We must succeed in reaching our goals because the National Archives and Records Administration is not an ordinary Federal agency. Our mission is to ensure that Government officials and the American public have continuing access to essential documentation, and this mission puts us at the very heart of homeland security, continuity of government, public trust, and the national morale. Whether publishing the emergency *Federal Register*, protecting the critical records assets of Federal agencies nationwide, serving American's veterans, solving the challenge of preserving electronic information so it is readily accessible in the future or displaying our nation's Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights—to inspire the American public, NARA plays a critical role in keeping

America safe, secure, and focused on our democratic ideals. This performance plan is our FY 2011 road map for meeting the great expectations of our nation.

STRATEGIC GOAL 1   AS THE NATION'S RECORD KEEPER, WE WILL ENSURE THE CONTINUITY AND EFFECTIVE OPERATIONS OF FEDERAL PROGRAMS BY EXPANDING OUR LEADERSHIP AND SERVICES IN MANAGING THE GOVERNMENT'S RECORDS

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

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

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

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

FY 2011 Resources Available to Meet This Goal: $40,544,000; 1,728 FTE

FY 2011 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
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.	✔							

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

FY 11 Estimated Performance
- Agency self-assessment responses meet or exceed 93 percent.

- 15 percent of agencies achieve a passing score for compliance with Federal records management policy.

- Conduct one records management inspection based on evaluation of agency self-assessment results.

Outcome   We will promote and examine compliance with Federal records management policy throughout Federal agencies. We will leverage our leadership position and expertise to focus on oversight activities designed to monitor and assist agencies with their Federal records management responsibilities. We will work with agencies to ensure that they understand the effectiveness of their records management plans and programs in meeting the needs of the agency, government, and citizens. Records management is the best tool for ensuring that the essential records required for the day-to-day operation of Government business are available and recoverable in the event of an emergency. Records management should be integrated into Federal business processes so that records are routinely identified, retained, and maintained and available for normal operational needs and in emergency situations. Expanding the integration and effectiveness of records management planning and programs will produce cost savings and greater Government-wide efficiency. Our nation's history is deeply rooted in the business of government. For citizens to understand their role in the process of government, records of archival value must be preserved. Identifying these records and developing strategies to ensure their availability to the American people is a vital records management function.

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

Means and Strategies   NARA's *Strategic Directions for Federal Records Management* is our plan for creating relationships with agencies that advance records management as a part of the Government's mission. We are demonstrating that effective records management adds value to agency business processes, and our guidance, training, and assistance to agencies focuses on using records management as an important tool for supporting agency business processes.

Through survey mechanisms, we have been able to assess that senior agency managers recognize the importance of records management and its benefit as a risk mitigation tool. Since FY 2005, we have experienced steady growth in agency staff attending records management training to increase their awareness and knowledge of records management policies and practices. To guarantee the availability of these records to citizens both now and in the future, we must ensure that agencies understand and comply with records management policies and effectively manage these important assets.

In FY 2008 GAO issued a report entitled "Federal Records – National Archives and Selected Agencies Need to Strengthen E-Mail Management." GAO recommended that the National Archives exercise its authority as defined in the Federal Records Act and implement oversight mechanisms to ensure that agencies follow necessary records management guidelines so that important federal records are not lost or destroyed. GAO noted that we must report our findings to OMB and Congress. As a result of these recommendations, in FY 2009, NARA developed a methodology and process for conducting records management oversight activities for Federal agencies and mechanisms for reporting the results to Congress and OMB. This methodology, including annual agency self-assessments and surveys on specific records management areas was implemented in FY 2010 as part of our effort to conduct oversight activities. We used a scoring methodology and criteria to identify agencies that require a more detailed inspection. Nearly 93 percent of agencies responded to the self-assessment. Our analysis of the results indicated that more than 93 percent of those agencies responding experience moderate to high levels of risks with their records management programs. In FY 2011, NARA will continue to conduct inspections and self-assessments to monitor agencies and to gather data on the Federal recordkeeping environment. Using this data we will work with agencies to develop strategies to improve compliance of Federal records

management programs in agencies.

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

<u>**Verification and Validation**</u>

Performance Data	FY 2009	FY 2010	FY 2011
Performance target for percent of agencies who submit records management self-assessments to NARA.		*50*	*93*
Percent of agencies who submit records management self-assessments to NARA.	91	93	
Performance target for percent of agencies with passing scores for compliance with Federal Records management policy.	—	—	*25*
Percent of agencies achieving passing scores for compliance with Federal Records management policy.	22	6	

Milestones

FY 2006
- Survey of Federal agencies (CIOs) to assess their view of their records management programs completed.
- Two records management studies of Federal agencies completed.

FY 2007
- Survey results analyzed to expand to senior Federal agency managers to assess their views of their records management programs as positive tools for risk mitigation.
- One records management study of Federal agencies completed.

FY 2008
- Senior Federal agency managers surveyed to assess their views of their records management programs as positive tools for risk mitigation.
- Two records management studies (i.e. Recordkeeping Study and Flexible Scheduling Study) of Federal agencies completed.

FY 2009
- Survey results analyzed and additional advocacy and training strategies discussed.
- Methodology and process for conducting and reporting records management oversight activities developed.

FY 2010
- Agency self-assessment of their records management program conducted.
- Inspections at Office of the Secretary of Defense (OSD) and National Geospatial-Intelligence Agency (NGA) conducted.
- Results of government-wide agency self-assessment analyzed.

FY 2011 Estimated
- One agency inspection conducted.
- Results of Government-wide agency self-assessment analyzed.

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

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

FY 11 Estimated Performance
- Increase by 5 percent the number of distance learning course offerings.

- Establish baseline for records schedules submitted using ERA.

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

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

Significance   NARA's ability to provide agency records managers with the guidance, tools, and assistance they need to meet their agencies' business needs is critical to ensuring effective operations of Federal programs. The managers and operational staff that generate the records vital to Government operations and our nation's history must have the training and tools necessary to fulfill their obligation to the public.

Means and Strategies   NARA's success in providing agencies with the records management tools they need is the basis for evaluating its service to the Federal Government. Records managers are the most important audience for NARA's records management services, and they are best able to judge our success. We survey Federal records managers to gauge customer satisfaction with NARA records management services, including scheduling and appraisal services, electronic records guidance, and records management training services.

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

In FY 2010 we scanned and provided access to approved agency records schedules on the NARA public web site. This provides agencies with a repository of information to facilitate rapid records schedule development, enables cross records management program comparisons for effectiveness, and provides an active list of all approved schedules for ongoing inventory development. In FY 2011,we will use the results from the mandatory annual agency self-assessments of their records management programs and NARA conducted agency inspections to identify ways to improve our services.

The NARA National Records Management Training Program continues to provide a curriculum designed to enhance and improve the knowledge and skills of Federal records managers. Since FY 2007, we have evaluated and updated our records management certification program to improve certification testing, update training materials to reflect regulatory and procedural changes, and improve instructional design. Since then we continue to explore ways to expand our reach through webinars and other distance learning techniques. In FY 2011, we will begin work on a 5-year revision schedule that will overhaul existing courses, improving their content, delivery, interactivity, and reusability. In addition, work will begin on development of wholly online training content, while we continue development of webinars.

A critical tactic for improving customer satisfaction is the redesign of the processes by which Federal records overall are identified, appraised, scheduled, and tracked while in agency custody. Part of the

strategy for carrying out this plan is the continued development of the Electronic Records Archives, an application that supports the scheduling and accessioning of Federal records. We successfully achieved initial operating capability of ERA in FY 2008. Continued development of this tool in FY 2011 will make it easier for agencies to inventory their records and for NARA to review and approve records schedules and ensure that essential documentation is not lost.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent increase in the number of Federal agency customers that are satisfied with NARA records management services.	*10*	*10*	*—*	*10*	*—*	*10*
Percent of Federal agency customers that are satisfied with NARA records management services.	78	80	81	81	—	
Performance target for percent increase in the number of records management training participants who are taking a NARA records management course for the first time.	*10*	*10*	*10*	*10*	*—*	*—*
Percent of records management training participants taking a NARA records management course for the first time.	35	43	39	63	36	
Number of records management training participants who are taking a NARA records management course for the first time.	1,484	2,162	2,524	7,625	2,619	
Performance target for percent increase in the number of distance learning course offerings.	*—*	*—*	*—*	*—*	*5*	*5*
Percent increase in the number of distance learning course offerings.	—	—	—	—	133	
Number of Federal agency staff receiving NARA training in records management and electronic records management.	4,234	5,047	6,422	12,114	7,233	
Number of records management training participants that NARA certified this year.	275	269	310	242	282	
Median time for records schedule items completed (in calendar days).	334	284	315	302	330	
Average age of schedule items completed (in calendar days).	374	452	443	416	495	
Number of schedule items completed.	3,884	2,992	3,282	3,223	2,629	
Number of open schedules in the backlog.	344	414	561	1,038	1,032	

Milestones
FY 2006

- Guidance to agencies on recordkeeping policies and procedures for Federal Government information on the Internet and other electronic records issued.
- Request for Information (RFI) for industry to respond to requirements for development of one or more RMSC developed.
- RMSC program management plan based on analysis of industry response to RFI updated.
- Flexible schedule pilots with 2 more Federal agencies completed and results analyzed.
- Cooperative records projects for an additional FEA BRM sub-function participated in.
- Toolkit for Managing Electronic Records "proof-of-concept" web portal launched and agency comments solicited.

FY 2007

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

FY 2008	• Effectiveness of flexible schedules for agencies and NARA assessed.
FY 2009	• Customer Satisfaction Survey issued. • Distance learning techniques to expand customer base selected.
FY 2010	• Distance learning training classes increased. • Records Control Schedule web site launched. • *FAQs about Media Neutral Schedules; NARA's Report on Federal Web 2.0 Use and Records Value; and NARA's Electronic Records Project Report* issued.
FY 2011 Estimated	• At least three courses revised to reflect new NARA initiatives (e.g. ARCIS, ERA). • Pilot of wholly online training module tested.

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

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

FY 11 Estimated Performance

- Increase number of records management transactions serviced by FRCP by 1 percentage point.

- Make ready 98 percent of Federal agency reference requests within the promised time.

- Answer 80 percent of written requests to the National Personnel Records Center within 10 working days.

- Achieve 88 percent customer satisfaction at NPRC.

- Answer 85 percent of requests for military personnel records in 10 working days or less (Priority Goal).

- Implement Increment 4 of ARCIS at Federal Records Centers.

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

Significance   The NARA Federal Records Centers Program (FRCP) plays a vital role in the lifecycle of Federal records. The program helps agencies manage the transfer, storage, and servicing of their non-current records and works closely with NARA's records management program to ensure that agencies' vital records are efficiently and appropriately managed for as long as needed. As more Federal records are created and managed in electronic formats, NARA is responding by focusing on customer requirements and providing economical and effective electronic records services at our records centers.

Means and Strategies   Since FY 2000, NARA's Federal Records Center Program (FRCP) has been fully reimbursable, allowing us to be more flexible in responding to agency records needs, and requiring us to

meet those needs in a cost-effective and efficient way.   Our ability to satisfy and retain our customers is dependent on our ability to meet their needs and to anticipate the kinds of services that will be most useful to them. Over the last several years, we have piloted and tested a variety of electronic records services. Until NARA's Electronic Records Archives (ERA) program can provide complete online servicing, we will continue to test the delivery of new offline services for electronic records, including digitizing records into electronic formats, storage of agencies' electronic records on media, and remote servicing of electronic records, for example, electronic Official Military Personnel Files (OMPF). The FRCP completed a project to analyze the business case and options for launching electronic Federal Records Center services in 2010. The FRCP will continue to assess customer demand and options for providing online storage for temporary electronic records.

The FRCP is replacing its legacy systems for inventory and space management with modern systems that provide enhanced functionality at a reasonable cost. All of the current FRCP applications are mainframe-based and written in COBOL and have been operational for nearly 20 years. Most importantly, these systems no longer support the new FRCP reimbursable financial environment. The newly developed and recently deployed Archives and Records Center Information System (ARCIS) provides robust inventory and space management for more than 25 million cubic feet of records through a web-based application for all FRC business transactions. ARCIS enables Federal agencies to better manage records throughout the records lifecycle, will enable the FRCP to better measure all facets of FRCP performance, and will provide asset management and billing functionality.   ARCIS was deployed to all NARA's Federal Records Centers from FY 2009 through early FY 2010. Increment 3 of ARCIS, developed during FY 2010, provided customers with web-enabled access to information about their holdings, created web service interfaces to NARA systems as well as to external agencies, provided functionality for agencies to control user access privileges to ARCIS, and an enhanced customer portal. Increment 4, scheduled for FY 2011, will include workflow engineering, support for local billing arrangements, business intelligence functionality, continued enhancements to the customer portal, and mechanisms in place to export and import data.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percentage point increase in the number of records management transactions serviced by FRCP.	—	—	—	—	*1*	*1*
Percentage point increase in the number of records management transactions serviced by FRCP.	—	—	—	—	2.3	
Performance target for percent of customers satisfied with NPRC services.	—	—	—	*Establish baseline*	87	88
Percent of customers satisfied with NPRC services.	—	—	—	85	86	
Performance target for percent of Federal agency reference requests ready within the promised time.	95	95	96	97	97	98
Percent of Federal agency reference requests ready within the promised time.	98	97	97	97	97	
Performance target for customers with appointments for whom records are waiting at the appointed time.	99	99	99	99	99	99
Percent of customers with appointments for whom	99.8	99.9	99.9	99.9	99.8	

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
records are waiting at the appointed time.						
Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.	—	*75*	*75*	*80*	*80*	*80*
Percent of written requests to the NPRC answered within 10 working days.	67	65	74	69	69	
Number of written requests to the NPRC answered within 10 working days (in thousands).	739	740	854	845	908	
Number of written requests for civilian records to the NPRC answered within 10 working days (in thousands).	179	174	167	94	76	
Number of written requests for military records to the NPRC answered within 10 working days (in thousands).	559	566	687	751	832	
Number of written requests to the NPRC answered (in thousands).	1,108	1,136	1,149	1,221	1,319	
Performance target for (average) number of working days to respond to requests for military personnel records.	—	—	—	—	*15*	*10*
(Average) Number of working days to respond to request for military personnel records.	17.8	15.4	11.8	17.5	17.4	
(Average) Number of working days to respond to request for civilian personnel records.	5.5	5.9	7.5	9.9	10.5	
Performance target for requests for military service separation records at the NPRC answered within 10 working days.	*95*	*95*	—	—	—	
Percent of requests for military service separation records at the NPRC answered within 10 working days.	91	90	95	95	94	
Number of military service separation records (DD-214) requests answered (in thousands).	442	475	506	574	556	
Percent of requests for all military service records at the NPRC in St. Louis answered within 10 working days.	61	59	72	70	70	
Average price per request for military service separation records.	$29.70	$29.70	$30.10	$31.70	$31.70	

Milestones

FY 2006
- Remote servicing capability for electronic OMPFs offered to 4 military service departments.
- Pilot program to store backup and inactive copies of agency electronic media in selected record center locations completed.
- Indexing and delivery of scanned records services through a pilot digital conversion program assessed.
- Electronic records storage environment at Washington National Records Center constructed and operational.

FY 2007
- Results of a production scan pilot implemented.
- Contract for ARCIS awarded.
- E-media storage services rolled out in two records centers.

FY 2009
- Rollout of ARCIS to nearly all Federal Records Centers completed.
- Baseline customer satisfaction with National Personnel Records Center services established.
- NPRC agreements with the Office of Personnel Management to service requests using electronic Official Personnel Files (OPFs) of former federal civilian employees implemented.

II-8

FY 2010	• ARCIS Reporting capabilities improved and customer portal enhanced.
	• eFRC Business Case completed and deployment decision reached.
FY 2011 Estimated	• Additional customer portal modules including records transfer, user management, and access control deployed.
	• Business Intelligence tool (OBIEE) supporting ARCIS reporting deployed.

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

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

| **FY 11 Estimated Performance** | • Reference Long Range Performance Target 2.2 for future milestones. |

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

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

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

In FY 2009, we successfully executed the move of the Bush Administration Presidential and Vice Presidential material to NARA. The Bush Administration transferred more than 60 million pages of textual records and exponentially more electronic Presidential and Vice Presidential records to NARA than any earlier Administration. To ensure the preservation of these records for historical, informational, administrative, and evidentiary purposes and to prepare for the transfer of Presidential and Vice Presidential records to our custody, we worked with White House and Vice Presidential staffs to account for Presidential records, in all formats, held in Presidential, First Lady, and Vice Presidential staff offices and other file locations. We provided support to the White House Offices managing records and artifacts,

including the White House Office of Records Management (WHORM), the White House Office Gift Unit, the White House Communications Agency, the Office of the Vice President, and the National Security Council Access and Records Management Staff.

Early staffing is key to success because of the advanced training the staff need to perform this work. Staff must be trained to accomplish the exacting reviews required under the PRA and FOIA to ensure that the Presidential records are available in accordance with the Act. Staff must become familiar with the Administration's holdings, including the artifacts.

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

<u>**Verification and Validation**</u>

Milestones
FY 2006   •   Processed Clinton Presidential and Vice Presidential records opened on January 20, 2006.

FY 2007   •   5 staff (4 archivists and 1 registrar) hired for George W. Bush Presidential Library.

FY 2008   •   Additional staff to support preparation and move of George W. Bush Administration records hired.
                                   •   Leased space for temporary storage of George W. Bush Administration records procured.
                                   •   Inventories or other information about Presidential and Vice Presidential traditional and electronic records and artifacts gathered to aid in preparation for their relocation from Washington, DC, to the project site or ingestion into NARA's electronic records system.

FY 2009   •   Temporary facility for George W. Bush Administration records occupied.
                                   •   100 percent of George W. Bush Administration Presidential and Vice Presidential records and artifacts transferred to NARA.
                                   •   Additional staff and 1 Director hired for George W. Bush Library.

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

Definitions <u>Inventory:</u> a listing of the volume, scope, and complexity of an organization's records.

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

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

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

2.3   By 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.

FY 2011 Resources Available to Meet This Goal: $180,744,000; 776 FTE

FY 2011 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
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.	✔							

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

FY 11 Estimated Performance
- 40 percent of archival records transfers arrive at NARA on time.

- Identify and schedule 10 percent more Federal agency electronic records and systems than were scheduled in FY 2010.

Outcome   Records of archival value are preserved for future generations.

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

Means and Strategies NARA delivered a summary report titled "NARA's Electronic Records Project covering FY 2005 – FY 2009." This report documented the strategies and results of NARA's concerted effort to assist agencies in scheduling and transferring permanent electronic records to NARA. The report highlighted the continued need to focus resources on exploring new strategies, techniques, and partnerships to further agency compliance with the requirements of the E-Government Act of 2002. We will pursue alternate ways to influence the scheduling and transfer of electronic records as we continue to offer training and look for opportunities to use social media to reach a broader audience.

As we work with Federal agencies to improve records management, we establish priorities based on the functional areas within the Government that contain the greatest records management challenges. We focus our attention on records that are at greatest risk of not being managed effectively, records that document citizens' rights and Government accountability, and records of archival value. With the volume of these records increasing every year, we will continue this practice while also working to improve the timeliness of records transfers to NARA. Throughout FY 2011, we will work with agencies to increase the volume of electronic records scheduled while also developing new strategies and approaches for promoting

awareness of scheduling in agencies. With approaches such as the pre-accessioning of electronic records into NARA, we can achieve earlier processing, description, and preservation, avoiding the loss of records that may occur with lengthy agency retention.

Key external factors   Federal agencies must schedule their records. Agencies must agree to transfer their permanently valuable records to us. Federal agencies must implement Federal electronic records management standards.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of targeted electronic archival records transfers for high value records arriving at NARA on time.	—	*5*	*10*	*20*	*30*	*40*
Percent of transfers for high value targeted electronic archival records arriving at NARA on time.	—	—	40	44	35	
Performance target for percent increase in number of Federal agency electronic records series or systems scheduled than prior year.	—	*10*	*10*	*10*	*10*	*10*
Percent increase in number of Federal agency electronic records series or systems scheduled than prior year.		—	—	60	3	
Number of Federal agency electronic records series or systems scheduled.	—	—	496	794	820	

Milestones
FY 2006

- Two more transfers of electronic records pre-accessioned.

FY 2007

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

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

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

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

FY 11 Estimated Performance

- Increase by 8 points the percent of archival holdings that have been processed to the point where researchers can have efficient access to them.

- Train new archival staff in the processing of Presidential records.

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

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

diminished substantially. Moreover, as the business of government shifts more and more to electronic government and reliance on information technology, activities such as collecting taxes, providing veteran's benefits, and protecting our environment will suffer in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records (see target 3.1).

Means and Strategies *Archival processing* involves all the steps needed to open a record to the public. It includes establishing basic intellectual control, and flagging records that have privacy issues, national security classification, or other restrictions or exemptions. It also includes providing descriptions of the records content, if necessary to understand, the context in which the records were created, and performing initial preservation so that the records may be served to the public. New technology has created increased opportunities for easier and faster access to our holdings. However, the same technology has led to more records being created. The result is that new records have been *accessioned* (transferred to the legal custody of the National Archives) faster than they could be processed. This has created a backlog of holdings that has been growing for decades. To reduce this backlog and increase public access to holdings, we re-engineered our business process to increase processing efficiency, we reassigned staff to processing, and we implemented 5-year processing plans customized to some archives locations, to ensure that we eliminate our backlog while continuing to process incoming records.

We recognize that the growth of NARA's archival workforce has not kept pace with the increase of records accessioned each year. Besides a shortfall in archival staff, we are also faced with an aging workforce. NARA must build an archival staff able to handle the increasingly complex workload ranging from traditional paper documents more than 100 years old to state-of-the-art electronic records. In FY 2010, we hired a cadre of new archivists with the technical skills, organizational competencies, and knowledge needed to address our increasing workload. In FY 2011, the archivists' assignment to a mentor and participation in a NARA designed Archival Development Program will help them transition into NARA as well as develop and work toward their future career options.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of archival holdings that have been processed to the point where researchers can have efficient access to them.	—	*Establish baseline*	*30*	*40*	*50*	*60*
Percent of archival holdings that have been processed to the point where researchers can have efficient access to them.	—	21*	30	41	47	

*Data reported in 2007 reflects only Washington, DC, area work. Data beginning in 2008 reflects results for the agency.

Milestones
FY 2006
- Clinton Presidential and Vice Presidential records became available to FOIA request on January 20, 2006.
- Workload analysis study for textual records completed.

FY 2007
- New business processes for processing archival holdings established for Washington area Federal records established.
- Baseline of unprocessed backlog of archival holdings established and capability to measure it accurately created.

FY 2008	•	Processing efficiencies in Presidential Libraries and regional archives studied.
FY 2009	•	Additional staff in Presidential Libraries dedicated to processing hired.
	•	Processing backlog elimination plans in regional archives implemented.
FY 2010	•	New archival staff for processing Presidential records trained.
	•	Additional 12 archival staff hired.
FY 2011 Estimated	•	Archival Development Program (ADP) available for new archival staff.

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

Long Range Performance Target 2.3   By 2012, 90 percent of agency declassification programs earn high scores from ISOO.

FY 11 Estimated Performance   • 80 percent of agency declassification programs receive high scores as assessed by ISOO.

Outcome Records are properly exempted, referred, or declassified under the automatic declassification provisions of the President's Executive Order entitled "classified National Security Information."

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

Means and Strategies Through collaborative working groups, policy revisions, and increased oversight, ISOO will seek to streamline the referral process, reduce redundancies in declassification reviews, promote accurate and consistent declassification decisions, improve equity recognition across the declassification community, develop centralized priorities and management controls around the priorities, and make the declassification process more transparent to the public.

Increased oversight will, in part, take place through assessments of agency declassification programs, which will examine the declassification aspects of an executive branch agency's security classification program to determine whether an agency has met the requirements established by the President. The review may include the appropriateness of agency declassification actions, the quality of agency actions to identify classified equities of other agencies, and the appropriateness of agency action to exempt records from automatic declassification based upon application of declassification guidance approved by the Interagency Security Classification Appeals Panel or the application of file series exemptions. The results of a review, along with any appropriate recommendations for improvement, are reported to the agency's senior agency official.

In FY 2011, agencies continued focusing their efforts and limited resources for declassification on the significant implementation requirements of Executive Order 13526 and 32 CFR Part 2001, and in meeting the 2013 deadline concerning more than 400 million pages at NARA requiring action. ISOO will continue to assess agency declassification programs and provide recommendations to improve the quality of reviews. We will report the results of the assessments in ISOO's Annual Report to the President.

Key external factors Agencies' cooperation is essential to identifying the records subject to automatic declassification, impediments to meeting the ongoing deadlines, and solutions to these impediments. Regardless of the best efforts of ISOO, whether or not an agency receives a high score rests with the agencies.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of agency declassification reviews that receive high scores as assessed by ISOO.		—	*Establish baseline*	*51*	*69*	*87*
Percent of agency declassification reviews that receive high scores as assessed by ISOO.	—	—	36	53	67	
Number of agency declassification reviews that receive high scores as assessed by ISOO.	—	—	8	10	10	
Number of agency declassification reviews assessed by ISOO.	—	—	22	19	15	

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

FY 2007
- December 31, 2006, deadline achieved Executive branch wide.
- Scoring method to evaluate agency declassification programs developed.
- Referral standard streamlined and revised.
- Baseline scores of agency declassification reviews assessed by ISOO established.
- 12 Executive branch declassification reviews conducted.
- Strategy for dealing with classified special media established.

FY 2008
- Program for enhancing ISOO's assessment of declassification review programs in agencies with substantial declassification programs developed.
- Annual assessment of agencies with substantial declassification review activity performed.
- Scoring tool on the declassification reviews of all agencies with substantial declassification review programs tested.
- Recommendations for declassification programs to improve their scores developed.

FY 2009
- Agencies with substantial declassification review programs assessed.
- Recommendations for declassification programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

FY 2010
- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.
- Training on changes to declassification policy based on issued of Executive Order 13526 provided to more than 130 agency representatives.

FY 2011 Estimated
- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

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

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

FY 11 Estimated Performance
- Complete declassification processing in the National Declassification Center (NDC) on 100 million pages of classified documents 25 years old and older and accessioned into NARA.

- Scan 500,000 pages of Presidential records eligible for declassification review as part of the Remote Archives Capture project.

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

Significance   Executive Order 13526, signed on December 29, 2009, requires the declassification of material 25 years old unless specifically exempt. The Government protects millions of classified documents at great expense, including more than 390 million pages in our Washington, DC, area facilities and 38 million pages in Presidential Libraries. The majority of these documents, more than 25 years old, no longer require classified protection and can and should be accessible to citizens.

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

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

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

To ensure that records released to the public have been properly declassified, NARA has established Evaluation Teams and Interagency Quality Assurance Teams consisting of representatives from the major classifying agencies. These teams assess the quality of past reviews and the potential sensitivity of the

records. The teams will pass records to the interagency referral center (IRC) if satisfied with the quality, schedule records for re-sampling, send the records to a remediation team if there are too many problems, or send records to final declassification processing for public release.

The results of the quality assurance program indicate that the quality of initial agency reviews severely impacts the processing of records for the IRC. NARA is working with the agencies to develop standard equity recognition training and a certification program for declassification reviewers. NARA has also developed, in cooperation with the agencies, a web site for sharing agency declassification guidance.

In FY 2011, we will continue Information Technology (IT) development, upgrades and expansion within the NDC at the National Archives in College Park facility. The ability to provide IT support that will enable access to digitized records, both born digital and those scanned into a redaction environment, will provide the security required for these documents as well as offer the data needed to track them from accessioning to public availability. Future IT will allow interaction with the classified instance of ERA in order to provide redaction review, equity referral, and as necessary, proper exemption of the millions of pages of electronic records that will be accessioned to NARA in the near future.

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

Meeting the requirements of Executive Order 13526 will be a significant challenge at the Reagan Library where we will need to refer approximately 8 million pages of textual classified Presidential records prior to 2014. This represents more classified pages than all of the previous Presidential Libraries combined. In addition to scanning the Presidential records of the Reagan administration, the RAC project will need to scan approximately 500,000 pages of classified Vice Presidential records at the George H.W. Bush Library prior to 2014.

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

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

Technical support by the CIA is imperative if we are to enable the review of Presidential Library documents by other agencies. Agencies must conduct reviews of their equities in the scanned documents before the Libraries can process the records for release.

New employees hired for the declassification program cannot start work with classified records for many months until their security clearances are approved.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Backlog of pages of Federal records eligible for declassification review at start of year (in thousands of pages).	—	—	420,050	417,098	417,917*	
Backlog of pages of Presidential materials at start of year (in thousands of pages).	218	218	218	127	127	
Performance target for the number of pages of classified documents 25 years old and older and accessioned into NARA completing declassification processing in the National Declassification Center (NDC) (in thousands).	—	—	—	*11,000*	*12,100*	*100,000*
Annual number of Federal pages declassified (in thousands).	89	374	260	12,986	21,482	
Annual number of Presidential pages declassified (in thousands).	89	194	80	198	305	
Performance target for annual number of Presidential pages scanned (in thousands).	*500*	*500*	*500*	*500*	*500*	*500*
Annual number of Presidential pages scanned (in thousands).	506	512	519	545	531	

*For FY 2010 data and beyond, the start of year backlog is based on the backlog beginning January 1, 2010, in response to Executive Order 13526, issued December 29, 2009. It excludes additional classified records received since then.

Milestones

FY 2007
- National Declassification Initiative implemented and 2,000 cubic feet of classified holdings processed.

FY 2008
- Quality assurance process for 3,072 cubic feet of records completed and made available for the Interagency Referral Center.
- The National Declassification Initiative implemented.

FY 2010
- The National Declassification Center established by Executive Order 13526.
- Prioritization Plan that established priorities for declassification and interagency referral review disseminated to public and historical community for input.
- NDC website and blog to provide timely information to the public established.
- NDC Open Forum hosted by the Archivist of the United States.

FY 2011 Estimated
- Approximately 500,000 pages of classified Reagan Presidential records for declassification review by equity holding agencies scanned.
- National Declassification Center in operation at National Archives in College Park.

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

Definitions   Equity-holding agency: the agency that may have classified information in a document, whether or not it created the document. Without declassification guidelines, only the equity-holding agency can declassify information in the document.

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

FY 11 Estimated Performance
- Complete award of construction contract for second phase of Roosevelt Library renovation.

- Open National Personnel Records Center facility for occupancy.

- Complete move of Nixon Library holdings into new space.

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

Outcome   Archival records are preserved for public use.

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

Means and Strategies NARA has an inventory of 16 NARA-owned buildings—the National Archives Building, the National Archives at College Park, 13 Presidential Libraries and Museums, and the Southeast Regional Archives outside of Atlanta.   The National Archives Building and the Roosevelt Library are on the National Register of Historic Places, and all of the Presidential Libraries are considered by the State Historic Preservation Officers to be eligible. All of these buildings are archival storage facilities and house historically valuable and irreplaceable documents. Literally hundreds of thousands of visitors go to these facilities to do research, to participate in conferences, and for learning and education opportunities. Maintaining these buildings to meet archival storage requirements, to keep their interiors and exteriors in a proper state of repair, as well as to make them safe and efficient buildings for use by researchers and visitors, is demanding not only in staff resources but also in operating and repair funds.

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

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

The National Personnel Records Center (NPRC), the largest NARA operation outside the Washington, DC, area with more than 4 million cubic feet of records, needs to replace current facilities that do not meet our storage standards for temporary and archival records. The National Personnel Records Center which houses both military personnel records and civilian personnel records, and the Dielman Archival Annex contain numerous facility problems and cannot be made to meet storage standards in a cost effective

manner. The problems include inadequate temperature and humidity controls and particulate and gaseous filtration, and antiquated designs that are not conducive to efficient storage or retrieval of records. Two new facilities designed to meet the records' particular storage requirements will replace the existing facilities. The new facility for temporary records, the National Personnel Records Center Annex, was completed in FY 2009. NARA is working with GSA on a new leased facility to house NPRC's archival and permanent holdings. The new facility will be located in St. Louis County with completion of construction and initial occupancy scheduled for FY 2011.

Creation of the Federally-operated Richard M. Nixon Presidential Library allowed us to advance public access to materials of the highest historical significance, streamline existing archival and museum activities by combining operations in one location, and preserve these invaluable historical resources in appropriate and secure space. The Library completed a renovation project of the existing Nixon Library in Yorba Linda, CA, in FY 2007. We began transferring Nixon Presidential holdings to that facility from two of our facilities; however, inadequate storage space calls for an additional expansion to hold all the materials stored in other archival space. The expansion was completed in FY 2010. At that time, textual and some non-textual holdings currently stored in College Park, MD, and any remaining materials stored at the regional archives in Laguna Beach, CA, were moved to the new facility. The move of security classified holdings was completed in FY 2011.

The renovation of the aging Franklin D. Roosevelt Library will provide environmentally appropriate, safe and secure space for the long-term care of archival and artifact collections. The renovation will also improve conditions for the staff, researchers, and visitors and help maximize productivity and enjoyment of the facility as a place for work and research. In FY 2010 NARA began general site work to support new mechanical and electrical equipment. NARA also began renovating holdings storage rooms and the research room to enhance security and productivity. We plan to award the contract for the second phase of construction, which includes renovations to the first level and lower level floors, in FY 2011.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of NARA archival holdings in appropriate space.	—	—	—	—	—	*85*
Percent of NARA archival holdings in appropriate space.	57	80	81	82	82	
Number of archival traditional holdings (in thousands of cubic feet).	3,296	3,346	3,729	3,979	4,043	
Percent of artifact holdings in appropriate space.	42	42	40	37	40	
Number of artifact holdings (in thousands).	544	544	582	628	600	
Percent of electronic holdings in appropriate space.	100	100	100	100	100	
Number of electronic holdings in appropriate space (in millions of logical data records).	4,611	4,737	5,523	6,704	6,908	

Number of electronic holdings in appropriate space (in terabytes)					110	
Performance target for cost of compliant archival storage space per cubic foot of traditional holdings stored (adjusted for inflation).	—	*$5.78*	*$5.84*	*$6.06*	*$5.84*	*$5.90*
Cost of archival storage space per cubic feet of traditional holdings stored.	$6.65	$6.20	$5.85	$5.78	$6.16	

***Volume is being reported in tebibtyes (TiB), the traditional IT industry meaning for "terabyte" that includes 1024^4 bytes.**

Milestones

FY 2006
- Physical access control system at the National Archives at College Park upgraded.
- Alternatives for location of a new Southwest Regional Archives facility studied.
- Alternatives for location of a new Central Plains Regional Archives facility studied.
- Specific holdings within NARA to be transferred to the new National Personnel Records Center identified.
- Nixon artifact holdings from Laguna Niguel, California, transferred to Nixon Library in Yorba Linda, California.

FY 2007
- Location for a new National Personnel Records Center determined.
- Staging plan for moving military personnel records to the new National Personnel Records Center developed.
- Certification and acceptance of Nixon Presidential Library completed.

FY 2008
- Portion of move of Nixon artifact holdings from College Park to Nixon Library completed.
- Plan for upgrades to the Regional Archives in Chicago, Seattle and San Bruno finalized.
- Construction contract for mechanical improvements at the Carter Library awarded.
- Construction contract for Nixon Library expansion awarded.

FY 2009
- Design for phase I of Roosevelt Library renovation completed.
- Site work contract for Kennedy Library expansion awarded.
- Sprinkler upgrades completed and construction contract for mechanical improvements at Eisenhower Library awarded.
- Construction contract for Carter Library awarded and mechanical improvements completed.
- Design of 1571 improvements for Waltham and San Bruno completed.

FY 2010
- National Archives Building flood prevention measures completed.
- Portion of construction work for first phase of Roosevelt Library renovation completed.
- Design for phase II of Roosevelt Library renovation completed.
- Mechanical improvements at the Eisenhower Library completed.
- Construction for Nixon Library expansion completed.
- Ground breaking for new National Personnel Records Center completed.
- Design of 1571 improvements for Chicago and Seattle completed.
- Construction of 1571 improvements for Waltham completed.
- Design for archival storage space at Philadelphia FRC completed,

FY 2011 Estimated
- Construction for first phase of Roosevelt Library renovation completed.
- Construction contract for phase II of Roosevelt Library renovation awarded.
- Move of holdings to expanded Nixon Library completed.
- National Personnel Records Center facility opened for occupancy.
- Construction of 1571 improvements for San Bruno completed.
- Construction of archival storage space for Philadelphia FRC completed.

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

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

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

FY 11 Estimated Performance
- Achieve initial occupancy of Denver records storage facility.

- Achieve initial occupancy of National Personnel Records Center (NPRC).
- 85 percent of NARA's non-archival holdings are in appropriate space. (High Priority Goal)

Outcome   Agency records are preserved for as long as needed.

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

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

We assist other Federal agencies to bring their facilities under regulatory storage compliance with advice and, if necessary, by inspecting the storage facilities. Examples include Department of Veteran's Affairs, Department of Energy, U.S. Customs and Border Protection, Central Intelligence Agency, Library of Congress, and the Copyright Office.

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

We have also made extensive efforts to upgrade and, if necessary, replace our inventory of records center storage facilities. We have leased four new storage facilities to replace aging ones. The most recent lease is for the new underground facility in Valmeyer, Illinois for the storage of temporary records from the Civilian Personnel Records facility and the Military Personnel Records facility in St. Louis. We are working on a lease to replace our Denver records center and for each records center not already certified or scheduled for replacement, we have renovation efforts underway to bring facilities into compliance.

In FY 2010 we continued to monitor agency certification for records center compliance with 36 CFR 1234 and ensure that our complete inventory of records center holdings are stored in compliant space.   In FY 2011 we awarded the lease and plan to complete facility design work.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of NARA records center holdings stored in appropriate space.	—	—	—	*100*	—	*85*
Percent of NARA records center holdings stored in appropriate space.	—	—	—	—	60	
Percent of NARA records center facilities certified as meeting the 2009 regulatory storage standards	9	29	33	48	48	
Volume of records center holdings (cubic feet in millions).	25.1	25.7	26.6	27.2	27.6	
Storage price per cubic foot for records center holdings.	$2.28	$2.28	$2.40	$2.40	$2.52	

Milestones

FY 2006
- Move into new records center facility in Atlanta completed.
- East Point records center closed.
- Move into new records center facility in Riverside, CA, completed.

FY 2007
- Construction of new records center facility in Fort Worth completed.
- 1 million cubic feet moved into new records center facility in Fort Worth.
- 75 percent of the move from the Bannister Road records center in Kansas City completed.

FY 2008
- Move out of Bannister Road records center in Kansas City completed.
- New records center facility in Fort Worth, Texas, certified.
- 2 records center facilities storage standards certified.
- Lease agreement to construct a National Personnel Records Center Annex for temporary records completed.

FY 2009
- Two records center facilities certified.
- Construction of National Personnel Records Center Annex completed.
- Move of more than 80 percent of holdings slated for National Personnel Records Center Annex completed.

FY 2010
- Move of remaining holdings slated for National Personnel Records Center Annex completed.
-
- Measurement methodology revised to track cubic feet of holdings.

FY 2011 Estimated
- Lease agreement to construct a records center storage facility in Denver completed.
- Facility design work for Denver records storage facility completed.

Data source Quarterly performance reports to the Archivist.

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

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

FY 11 Estimated Performance
- Appropriately treat and remove 90,000 cubic feet of NARA's at-risk archival holdings from preservation backlog.

- Deploy Holdings Management System (HMS) in three additional regional archives.

- Conduct preservation reviews at six NARA locations.

Outcome   Permanent records are preserved for generations to come.

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

Means and Strategies   NARA's mission focuses on preserving and providing access to the permanent records of the Federal Government today and for future generations. The permanent records include a wide range of materials and subjects documenting the rights and obligations of citizens, most notably, the service of America's veterans, and documenting the actions of our Government and nation to provide transparency and the foundation of a democratic society. Approximately two-thirds of NARA's textual and non-textual records are at risk of not being preserved and available for use by future generations. We must address now the needs of a wide variety of formats and media in our holdings—paper records, including maps and designs, audio recordings and videotapes, motion pictures, aerial and still photography, microfilm and other microforms, maps, and artifacts, and gifts to the nation, most significantly in the Presidential Libraries. NARA's first priority for preservation actions includes dynamic media audio and video records, high use records that require holdings maintenance, brittle, fragile and damaged paper records, fragile artifacts, and acetate and color film requiring cold storage. We take the necessary preservation actions by providing the appropriate storage environment, housing records according to their needs, reformatting fragile records for preservation and use, and performing conservation treatment on damaged records.

To focus on the Federal records with the greatest need for preservation action, NARA is using the recently implemented Holdings Management System (HMS) to document risk, enhance security, and to track actions completed on a record. The HMS will also ultimately provide documentation of space needs and the requirements for preservation actions. In FY 2009, HMS was launched at the National Archives in College Park for textual units. The following year HMS was launched at the National Archives Building in Washington, DC, and in the Boston and Philadelphia regional archive facilities. Three additional facilities are scheduled for FY 2011. The initial implementation includes space management, circulation of records to staff, preservation risk assessment, and work requests for preservation and other activities. Later functions will include circulation to researchers and a public interface for researchers to generate pull slips.

We are in a race against time to preserve a large quantity of significant holdings of America's audio and visual heritage from the 19th and 20th-century in danger of being lost. Digital work processes and materials have been replacing analog processes, equipment, and materials for audio and video recordings. NARA made a significant transition to using digital formats for preservation and access during the last several years. This transition will continue as more of the analog materials and equipment become obsolete. The challenge for NARA will be to provide more active monitoring as technological changes are frequent and

rapid for digital work processes. NARA is currently working from a five-year plan (FY 2007 – FY 2012) to address the preservation and access needs of the special media formats including dynamic media records and other nontextual formats. The digitized and preserved holdings will be migrated to the Electronic Records Archives (ERA) to secure and preserve the records.

One major group of records is at the National Personnel Records Center (NPRC) in St. Louis. There are more than 6 billion pages in the records of 57 million military veterans who have served since 1885 in approximately 1.5 million cubic feet of space. The Official Military Personnel Files (OMPFs) and related holdings from NPRC will be moved to a new GSA-leased facility in St. Louis County in 2011. Relocating them to a controlled environment is an essential, cost-effective first step in stabilizing their condition. Over the next 60 years, Official Military Personnel Files (OMPFs) will be accessioned to a point where all 1.5 million cubic feet (57 million records) will be opened to the public.

A comprehensive physical needs assessment demonstrated that 85 percent of all the OMPFs contain more than 30 types of media and information formats including rapidly deteriorating paper, metal dog tags, hair samples, blood strips, rifle targets, and plastic ID cards and that most of the files already are brittle and have damage from handling, creases, fire, and mold. Access is currently provided by taking the necessary preservation actions and reformatting these records; this work remains a continuing challenge. At this time, preservation action on the OMPFs addresses the accessibility and archival storage needs of the oldest, most fragile records, representing slightly more than one percent of the files.

In FY 2009, the Official Personnel Folders (OPFs) of civilian Federal government employees dating from the 1850s to 1952 were accessioned into the NPRC; the volume of these series was approximately 200,000 cubic feet. These records will also be moved to the new NPRC facility and will require additional preservation actions.
We continue to work hard to keep pace and to make progress in solving the preservation challenges for the holdings at risk of not being preserved. Nonetheless, as we accession new records, our backlog of at-risk records increases and we are challenged to keep up with the preservation needs of these records.

Key external factors   Unusually large increases of new at-risk records, such as the recent accessioning of Official Military Personnel Folders (OMPF) and civilian Official Personnel Folders (OPF), increases in the cost of leasing cold storage space, and growing or shifting public demands for the use of at-risk records could delay achievement of performance objectives. Limitations on the availability of appropriate cold storage facilities and commercial treatment laboratories affect our ability to address the preservation requirements of audiovisual holdings.

<u>**Verification and Validation**</u>

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of archival holdings that require preservation action.	—	*Establish Baseline*	≤ 65	≤ 64	≤ 63	≤ 61
Percent of archival holdings that require preservation action.	—	65	65	65	64	
Backlog of holdings requiring preservation action (in thousands of cubic feet).	—	2,163	2,425	2,599	2,578	
At-risk archival holdings that received preservation treatment this year (thousands of cubic feet).		56	1245	116	110	
Archival holdings treated and removed from the backlog this year (thousands of cubic feet).	28	55	91	46	56	
Cumulative volume of at-risk archival holdings in cold storage (thousands of cubic feet).	90	90	91	93	94	

Milestones

FY 2007
- Capability to measure baseline of archival holdings requiring preservation action created.
- New baseline of archival holdings requiring preservation action established.
- Business process reengineering to examine functional requirements for tracking location, space, circulation, and preservation needs and actions for developing HMS completed.

FY 2008
- Digitization equipment and IT support for analog-to-digital transition identified and procured.
- Prototype of HMS developed.

FY 2009
- Measures for quantity of dynamic media record holdings that can be preserved digitally established.
- Plan for conversion of dynamic media records holdings to digital format developed.
- Additional storage capacity for digital products reformatted for preservation purposes acquired.
- IOC of HMS deployed in Archives II Textual units and staff trained

FY 2010
- Dynamic media records preserved in digital format.
- Deployment of HMS at Archives I and in two regional archives completed.
- Preservation needs at six NARA locations reviewed

FY 2011 Estimated
- HMS deployment in up to three additional regions completed.
- Dynamic media records preserved in digital format.
- Reviews of preservation needs at six NARA locations.

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

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

STRATEGIC GOAL 3 WE WILL ADDRESS THE CHALLENGES OF ELECTRONIC RECORDS IN GOVERNMENT TO ENSURE SUCCESS IN FULFILLING NARA'S MISSION IN THE DIGITAL ERA.

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

3.2 By 2012, 80 percent of archival electronic records are preserved at the planned level of service.

3.3 By 2016, the per-megabyte cost of managing archival electronic records through the Electronic Records Archives (ERA) decreases each year.

FY 2011 Resources Available to Meet This Goal: $82,265,000; 93 FTE

FY 2011 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
3.1 By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.	✔		✔					
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.	✔		✔					

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

FY 11 Estimated Performance
- Sustain 83 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.

- Migrate remaining legacy holdings eligible for transfer to ERA (Base instance) for Federal records.

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

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

effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records and transfer the permanent ones to NARA.

Means and Strategies   The growth in the volume of electronic records transferred to NARA is enormous. At the end of the Clinton Administration, the White House transferred several terabytes of electronic records to NARA for storage and preservation. When the Bush Administration ended in January 2009, NARA received approximately 77 terabytes of email, office automation records, digital photographs, and other multi-media electronic formats. By the end of FY 2010, we had more than 100 terabytes of electronic holdings, with 83 terabytes of these holdings managed by ERA. During FY 2011, the Census Bureau will be transferring electronic images of up to 600 million pages of information, comprising more than 488 terabytes of data from the 2010 Census. Digital Military Personnel Files represent estimated transfers of a billion files over 10 years.

Our ability to process archival electronic records will be enhanced by ERA. In FY 2008, after successfully implementing the initial operating capability of ERA, we successfully began the process of migrating accessions from our existing holdings into ERA. During FY 2009 and FY 2010, we continue to run dual operations—both ERA and portions of our legacy systems—as we migrate data to ERA.

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

Verification and Validation

Performance Data	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**
Performance target for percent of archival electronic accessions processed to the point where researchers can have efficient access to them.	*80*	*95*	*80*	*80*	*80*	*83*
Percent of archival electronic accessions processed.	80	81	86	88	88	
Number of accessions received.	2,010	2,153	2,328	2,476	2,674	
Number of accessions processed.	1,517	1,638	2,004	2,188	2,349	
Unprocessed accessioning backlog (in accessions).	395	415	324	288	325	
Median time (in calendar days) from the transfer of archival electronic records to NARA until they are available for access.	259	467	2,127*	1,842*	2,209*	

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

Milestones
FY 2006
- New technologies to support copying and verifying the electronic records in the six transfer formats implemented.

FY 2007
- Data cleanup and data migration planning from legacy systems migrating to the initial ERA system progressed.

FY 2008
- Legacy data migration testing and data cleanup completed.
- Data migration of electronic records on legacy media for transfer to ERA initiated.

FY 2009
- Capability for ERA pilot users to perform basic records management functions and transfer records into ERA completed.

FY 2011 Estimated
- Legacy holdings migrated to ERA.

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

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

FY 11 Estimated Performance

- Define and implement criteria and policy for planned levels of service to preserve and make available archival electronic records.

- Preserve 50 percent of archival electronic records at the planned level of service.

- Implement criteria and policy for transforming plain EBCDIC files to ASCII.

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

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

Means and Strategies   In the long term, ERA will allow the National Archives to preserve and maintain at the planned level of service any electronic records series. The ERA system will enable NARA and the Presidential Libraries to preserve permanent holdings to maximize the number of records available to researchers. We will preserve and maintain permanent electronic records in any format and transform these records to the most appropriate format needed, or to a persistent format or state when possible. This work will be carried out based on the technological characteristics of the records, expected customer demands or interests, the needs of the records' originators, the laws and regulations requiring differing levels of control, and NARA's business strategies and priorities.

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

In FY 2010, we created a prototype of ERA preservation functionality based on drafts of our Transformation Framework and Model. The prototype incorporated the principles we will use to determine when to transform records and the appropriate significant properties to transform.   In FY 2011, we will implement preservation functionality for our records most at risk of obsolescence.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of NARA's electronic holdings accessioned and preserved at the planned level of service.	—	—	—	—	*Establish baseline*	*50*
Percent of NARA's electronic holdings that are accessioned and preserved at the planned level of service.	—	—	—	—	TBD	
Number of archival holdings accessioned (in terabytes).*	—	—	—	—	100	

Milestones

FY 2006
- Lifecycle management plans for select electronic records developed using criteria established for levels of service piloted.

FY 2007
- Lifecycle management plan pilot for select electronic records using criteria established for levels of service developed.

FY 2008
- Draft methodology for capability to measure preservation of electronic records in a persistent format developed.

FY 2010
- Criteria and policy for establishing planned levels of service to preserve and make available archival electronic records defined.

FY 2011 Estimated
- Criteria and policy for planned levels of service to preserve and make available archival electronic records implemented.

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

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

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

FY 11 Estimated Performance
- Complete ERA Base architecture realignment.

- Identify requirements and conduct software design for meeting FOIA requests in the EOP instance of ERA.

- Implement initial phase of transformation framework.

- Conduct analysis for handling restricted information in ERA.

- Deploy Online Public Access.

- Award ERA Operations and Maintenance contract.

Outcome   Electronic records of archival value are economically preserved.

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

Means and Strategies   Through the Electronic Records Archives (ERA), we are creating a digital National Archives that will enable NARA and other Federal agencies to maintain electronic records as long as needed to meet legal, business, and archival requirements.

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

ERA operates from a primary site in West Virginia and uses a backup site in Maryland for media storage. The primary site provides for the transfer, verification, and storage of unclassified and Sensitive But Unclassified (SBU) records from NARA's existing holdings. Following the initial operation capability, ERA was available to four pilot agencies. NARA staff acted as proxies for them in entering new records schedules, transfer plans and transfer requests for all types of records, and for transfer of electronic records.

In FY 2009, we deployed a separate instance of ERA that enabled us to ingest and store electronic records of the Executive Office of the President (EOP) transferred to NARA at the end of the George W. Bush Administration. The EOP ERA instance provided the search and retrieval capabilities needed to make these electronic records available in response to special access requests.

Following deployment of a prototype of the Online Public Access (OPA) capability to NARA staff, we deployed to the public earlier this fiscal year. We also plan to implement key features required to ensure adequacy of the system to the intended users and establish the capability to record decisions about the release of Presidential records. Advances in technology have created an opportunity for NARA to refine the ERA architecture deployed at initial operating capability. These advancements allow ERA to make better use of commercial off-the-shelf products and rely less on custom software.

ERA development will end in FY 2011.   To prepare for our transition to an operational mode, and with the current contract reaching its expiration, we will award a new operations and maintenance contract in FY 2011. To advance user adoption in anticipation of ERA becoming mandatory by the end of 2012, we have shifted our focus and implemented an aggressive communication schedule to push Federal agency adoption and use of ERA. In addition, our current goal of transferring 10 TB per quarter from agencies will be quickly dwarfed in late 2011 when we plan to accept 488 Terabytes of 2010 Census records into a secured part of the system.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for megabyte cost to manage archival electronic records.	—	—	—	*Establish baseline*	*$0.3*	*TBD*
Per megabyte cost to manage archival electronic records.	$0.43	$0.37	$0.39	$0.36		
Number of megabytes of archival electronic records stabilized (in millions).	16.8	17.8	18.2	19.2		

Milestones

FY 2006
- Software requirements for the initial system for Federal records specified.
- Preliminary Design Review for the initial ERA system for Federal records completed.
- Critical Design Review for the initial ERA system for Federal records completed.

FY 2007
- Infrastructure for the ERA system for Federal records deployed.
- First pilot of the ERA system for Federal records delivered.
- Prototype of capabilities required for Presidential electronic records constructed.

FY 2008
- Initial operating capability of the ERA system for Federal records achieved.
- Data ingestion from legacy systems and four Federal agencies begun.
- Pilot for the ERA system for Presidential electronic records completed.
- Sample data ingested into the pilot Presidential system.

FY 2009
- Initial operating capability of the systems for Presidential electronic records achieved.
- Requirements for public access and long-term preservation developed.
- ERA infrastructure and architecture enhanced.

FY 2010
- System capacity increased to accommodate extension of system to additional agencies.
- Backup system to restore ERA infrastructure in case of system failure procured and deployed.
- ERA Online Public Access (OPA) prototype deployed to NARA staff.

FY 2011 Estimated
- Base architecture realignment activities completed.
- Alternatives analysis for handling restricted information in ERA conducted.
- ERA Online Public Access (OPA) prototype deployed to public.
- Capability to record decisions about the release of Presidential records designed and implemented in ERA.
- New ERA Operations and Maintenance contract awarded.

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

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

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

4.2 By 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.

FY 2011 Resources Available to Meet This Goal: $56,519,000; 329 FTE

FY 2011 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
4.1 By 2016, NARA customer service standards for researchers are met or exceeded.	✔		✔					
4.2 By 2012, 1 percent of archival holdings are available online.	✔		✔					
4.3 By 2016, 95 percent of archival holdings are described in an online catalog.	✔							
4.4 By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites.	✔					✔		

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

FY 11 Estimated Performance
- Meet or exceed NARA's published standards for access to records and services and customer satisfaction levels:
  - 94 percent of written archival requests are answered within 10 working days;
  - 94 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
  - 88 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
  - 91 percent of online archival fixed-fee reproduction orders are completed in 20 working days or less

- Recommend improvements to government-wide FOIA administration process through OGIS.

- Establish mediation program to resolve FOIA disputes.

Outcome   Our customers are satisfied with NARA's service.

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

Means and Strategies   Serving our customers is one of our primary areas of focus, and we are continually making process improvements in our research rooms, training staff in customer service principles, employing customer service teams, modernizing and upgrading research room equipment, adding research room staff, and adjusting hours of service to make it easier for more people to use our services. We also added public computer terminals with Internet access in all our research rooms nationwide. In the National Archives buildings in Washington, DC, and College Park, MD, we have successfully implemented wireless service in the public areas.

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

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

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

The OPEN Government Act of 2007 amended the Freedom of Information Act (5 U.S.C. 552) to create an Office of Government Information Services (OGIS) within NARA to strengthen FOIA throughout the Executive branch, ensure transparency of Government information to the public, and offer mediation services to resolve disputes between FOIA requesters and agencies as a non-exclusive alternative to litigation. In FY 2010, we worked with the administrative agencies, utilized input from private sector stakeholders to assist in the implementation of this office, and began offering mediation services. In FY 2011, OGIS will submit a report on its activities and make recommendations of policy changes to Congress and the President.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for written requests answered within 10 working days.	*95*	*90*	*91*	*92*	*93*	*94*
Percent of written requests answered within 10 working days.	97	95	94	95	93	
Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.	*90*	*85*	*86*	*87*	*87*	*88*
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	87	88	89	86	88	
Number of FOIAs processed.	8,883	12,390	13,469	17,508	15,771	
Annual cost to process FOIAs (in millions).	$2.62	$2.72	$2.34	$2.76	$2.97	
Annual per FOIA cost.	$295	$220	$173	$158	$189	
Performance target for items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	*95*	*95*	*90*	*93*	*94*	*94*
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	96	86	93	93	96	
Number of researcher visits to our research rooms (in thousands).	132	136	140	129	137	
Number of items furnished in our research rooms (in thousands).	421	520	576	553	563	
Number of items furnished on time in our research rooms (in thousands).	405	449	537	515	538	
Performance target for archival fixed-fee reproduction orders through OFAS are completed in 20 (35 pre-2007) working days or less.	*85*	*85*	*85*	*90*	*90*	*91*
Percent of archival fixed-fee reproduction orders through OFAS are completed in 20 working days or less (Note: Previous reports based on 35 working days for pre-2007 data).	97	72	68	90	96	
Average per order cost to operate fixed-fee ordering.	$28.74	$26.67	$30.59	$38.06	$40.49	
Average order completion time (days).	14	17	22	18	13	
Performance target for percent of researcher satisfaction with NARA experience.	—	—	—	—	*Establish baseline*	
Percent of researcher satisfaction with NARA experience.	—	—	—	—	—	

Milestones

FY 2006
- NARA's published standards for access to records and services exceeded.
- Freedmen's Bureau records project to microfilm records of 15 states and the District of Columbia completed.

FY 2007
- NARA's published standards for access to records and services exceeded.

FY 2008
- NARA's published standards for access to records and services exceeded.

FY 2009
- NARA's published standards for access to records and services and customer satisfaction levels exceeded.

FY 2010
- Office of Government Information Services operational.

- Recommendations to improve government-wide FOIA administration process identified.
- Dispute resolution skills training for agency FOIA professionals provided.
- Mediation program to resolve FOIA disputes established.
- Enterprise Management Infrastructure (EMI) to support wireless capability in regional archives nationwide installed.

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

Definitions   Written requests: requests for services that arrive in the form of letters, faxes, e-mails, and telephone calls that have been transcribed. Excludes Freedom of Information Act requests, personnel information requests at the National Personnel Records Center, Federal agency requests for information, fulfillment of requests for copies of records, requests for museum shop products, subpoenas, and special access requests.

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

FY 11 Estimated Performance
- Meet 65 percent of the 2012 target for archival holdings accessible online.

Outcome   Archival materials are available online for public use.

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

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

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

First, we plan to identify and publish online material that has already been digitized by NARA, but for one reason or another is not available online. For example, NARA has digitized a large number of high interest documents for exhibits. Many of these materials have been described and placed online in our online catalog.

Second, we continue to explore a variety of new partnership opportunities that would digitize many of our holdings, thereby greatly increasing public access to these records. These partnerships will help us find cost-effective and efficient ways to bring high-interest and representative documents to our users over the Internet. NARA seeks to partner with organizations from a variety of sectors (private, public, non-profit,

educational, government) to digitize and make available traditional holdings. NARA currently is working with several partners and, to date, more than 60 million records are available online through our partners.

Third, we continue to explore innovative ways to increase our own capacity to digitize selections of our holdings. We will look for sources of funding and support for specific high-interest projects. We will strive to provide timely Internet access to high-interest documents. For example, we are preparing for the opening of the 1940 Census records on April 1, 2012. Since 1790, the Federal Government has collected census information on its residents every ten years. Under a special agreement between the Archivist of the United States and the Director of the Bureau of the Census, census information on individuals is released to the public 72 years after it is collected. Although the records are on more than 4,600 rolls of 35 mm microfilm, we will complete the digitization of the entire 1940 Census in FY 2011 and make them digitally available in 2012. With the assistance of authorized volunteers, we are ensuring that the digitized Census schedules can be browsed at the enumeration district level on the day they are released. We will prepare the metadata for the digitized version of these records throughout FY 2011, while we continue to explore innovative ways to increase timely Internet access and provide the level of indexing requested by researchers.

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

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of traditional records available online.	—	—	*.2*	*.2*	*.3*	
Percent of traditional records available online.	—	—	0.04	0.04	0.6	
Percent of accessioned electronic records available online.	2.1	1.6	1.4	1.3	1.4	

Milestones
FY 2006
- Percent of electronic records in AAD increased by 13 percent.
- User interface improvements launched.
- AAD's customer satisfaction improved to a score of 65 on customer survey tool.

FY 2007
- Working group to explore strategies for NARA-led digitizing projects chartered.
- Digitization partnership principles and a digitization plan for making available archival holdings online developed.
- Number of digital copies available online through the Archival Research Catalog (ARC) increased by 10 percent.
- Digitization partnership principles and planning developed.
- Inventory of existing digital copies of archival materials completed.

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

	• RFI to explore Census partnership potential published.
FY 2009	• ARC upload tool for uploading descriptions with digital objects enhanced.
	• Working group to explore strategies for NARA-led digitizing of 1940 Census records chartered.
FY 2010	• New description tool to provide access to millions of item descriptions with links to digital partners under development.
	• NARA Digitization Working Group to identify improvements to digitization at NARA established.
	• Suite of 1940 Census products identified and evaluated.
FY 2011 Estimated	• Digitization of 1940 Census completed.

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

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

FY 11 Estimated Performance
- Describe 75 percent of NARA traditional holdings in the Archival Research Catalog.

- Describe 75 percent of NARA artifact holdings in the Archival Research Catalog.

- Describe 75 percent of NARA electronic holdings in the Archival Research Catalog.

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

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

Means and Strategies   The online catalog provides the researcher with comprehensive, self-service, descriptions of our nationwide holdings. In the past, researchers had to search through various published and unpublished catalogs, indexes, and lists, many of which were out of date, out of print, or available in one location only. Our catalog ensures that anyone, anywhere with an Internet connection can browse descriptions of our holdings, including electronic records, in our Washington, DC, area archives, regional archives, and Presidential Libraries. ARC contains descriptions of more than 2.8 million cubic feet of our textual holdings, more than 465,000 artifacts, and 6.7 billion born-digital records. ARC also contains links to more than 157,000 digital objects of some of our most popular and interesting holdings. The available online historical documents include many of the holdings highlighted in NARA's permanent Public Vaults exhibit.

In developing ARC, we built two systems—a read-only web version of the system for use by staff and the public, and a data entry system in which archivists enter and edit records descriptions. Fully launched in

2004, we have worked steadily since that time to get more descriptions of our holdings in ARC. We began our description effort with describing large series, however, as we move forward, we progressively move to smaller series thereby impacting the number of series being described. Today, ARC contains more than 5 million descriptions. But with 65 years worth of existing descriptive information to place into ARC, we have a multi-year challenge ahead.

We are completing a major effort to put the data from existing finding aids into ARC. This project includes folder and item lists, and a wide variety of indexes. This effort has already yielded millions of additional detailed descriptions in ARC, and has enhanced ARC as a valuable tool for researchers. In early FY 2011, the public online version of our catalog was replaced with the Online Public Access (OPA) prototype, part of the Electronic Records Archives. The new public access system allows researchers to search the current catalog; selected series from NARA's Access to Archival Databases (AAD); and our web site, *archives.gov.* As we continue to improve the search and user interface, we will federate the search to our holdings available elsewhere on the web. We will also employ the use of social media tools to enhance the public's experience and interaction with our holdings on the web.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for traditional holdings in an online catalog.	*50*	*55*	*60*	*65*	*70*	*75*
Percent of traditional holdings in an online catalog.	51	56	64	69	70	
Number of traditional holdings described in an online catalog (millions of cubic feet).	1.7	1.9	2.4	2.7	2.8	
Number of traditional holdings in NARA (millions of cubic feet).	3.3	3.3	3.7	3.9	4.0	
Performance target for artifact holdings in an online catalog.	*50*	*55*	*60*	*65*	*70*	*75*
Percent of artifact holdings in an online catalog.	57	57	61	74	78	
Number of artifact holdings described in an online catalog (thousands of items).	309	309	353	465	466	
Number of artifact holdings in NARA (thousands of items).	544	544	582	628	600	
Performance target for electronic holdings in an online catalog.	*20*	*55*	*60*	*65*	*70*	*75*
Percent of electronic holdings in an online catalog.	98	99	98	95	96	
Number of electronic holdings described in an online catalog (billions of logical data records).	4.5	4.7	5.4	6.4	6.7	
Number of electronic holdings in NARA (billions of logical data records).	4.6	4.7	5.2	6.7	6.9	
Number of series described in ARC (cumulative).	31,561	49,691	74,544	102,250	128,782	
Number of ARC visits (in thousands of visits).	254	291	671	631	603	

Milestones
FY 2006
- Tools to convert existing finding aids into ARC launched.

FY 2007
- Hyperlinks in updated web pages embedded to provide contextual information for users.

FY 2008
- Redesigned ARC web system launched.

FY 2010
- Work required to subsume ARC web into ERA conducted.
- Online Public Access system prototype deployed to staff.

FY 2011 Estimated　　　　• 　Prototype Online Public Access user interface released to public.

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

Definitions　Visits:　An online "visit" is analogous to a physical visit to one of our facilities.　If someone is continuously active on our site, we count all his retrievals as one visit.　If he is inactive for more than 30 minutes, we assume that he has left the building, as it were.　If he later requests another page—whether the same day or another day—we count that as a new visit.　We exclude visits by "bots," which are not real people but merely agents harvesting data about web sites on behalf of search engines. Use:　A query through the AAD or ARC search engine, or a retrieval of the start page, excluding retrievals by "bots."　Traditional holdings:　books, papers, maps, photographs, motion pictures, sound and video recordings and other documentary material that is not stored on electronic media.　Artifact holdings:　objects whose archival value lies in the things themselves rather than in any information recorded upon them.　Electronic holdings:　records on electronic storage media.

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

FY 11 Estimated Performance　　　• 　Improve NARA's score against the benchmark for excellence by 3 percent.

　　　　• 　Implement Archives.gov in new content management system.

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

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

Means and Strategies　The National Archives reaches millions of people each year through its web presence, consisting of archives.gov, Presidential Library web sites, and web sites supporting unique initiatives, such as *OurDocuments.gov*.　We have established a presence on social media platforms such as *Facebook, Flickr, Twitter, and NARAtions and AOTUS* blogs, where we are able to reach customers, stakeholders and the public to encourage collaboration, participation and create a transparent environment. In FY 2011, we expect to have a mature social media program in place.

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

Our web sites assist the public in navigating our services from their homes and offices; visiting virtually the National Archives, Presidential Libraries, Regional Archives, and the Charters of Freedom (the Declaration of Independence, Constitution, and Bill of Rights); and using resources available in our facilities nationwide. The sites also provide information about the varied and numerous public programs offered at all of NARA's locations, including those in the Regional Archives and the Presidential Libraries,

as well as components of the National Archives Experience in Washington, DC, such as the William G. McGowan Theater and the Public Vaults permanent exhibit.

We continue to collect public feedback about application interfaces, such as our Archival Research Catalog (ARC) and Access to Archival Databases (AAD) systems. The American Customer Satisfaction Index (ACSI) helps us to measure satisfaction by customer group (Genealogists, Veterans, Educators, etc.) which enables us to design strategies to develop, modify, enhance or remove online web content in response to customer feedback about our web sites. Data from ACSI indicates that increased user satisfaction with our site search engine would impact our overall score. In FY 2008 we implemented several improvements to our search capabilities which resulted in increased user satisfaction according to survey responses. Foresee Results, an online customer satisfaction measurement company, tested several questions on the ACSI about transparency and trust and determined that there is a correlation between user perception of web site transparency, their trust of the web site or agency, and their satisfaction with the web site or agency. In FY 2010, while soliciting agency staff for input on a redesign of *archives.gov,* we piloted the transparency questions to understand if a relationship exists and what changes we should consider to influence a more positive experience for our customers. Feedback from NARA staff, agencies, and the public greatly influenced our redesign of the *archives.gov* web site, launched in FY 2011.

In addition, we evaluated and tested new content management systems (CMS) using our agency internal web site. We chose Drupal, an open source CMS to implement our intranet, *NARA@work*, in early FY 2011. Next, we will implement *archives.gov* in the new content management system. This tool will allow us to improve workflow as well as free up our resources to implement social media sites and other web-based applications.

The Presidential Libraries consistently outperform the overall ACSI e-Government satisfaction score and other benchmarks. We plan to continue to respond to customer expectations by following this successful model and building upon the success of the collective Presidential Library web sites.

The Presidential Libraries consistently outperform the overall ACSI e-Government satisfaction score and other benchmarks. We plan to continue to respond to customer expectations by following this successful model and building upon the success of the collective Presidential Library web sites.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Online visits to NARA's web sites (in thousands).	31,897	34,871	37,807	37,470	39,036	
Performance target in percent improvement in web sites score at or above the benchmark for excellence as defined for Federal government web sites.	—	—	*Establish baseline*	*1*	*3*	*3*
Percentage point improvement in web sites score.			—	3	5	
Web sites score at or above the benchmark for excellence as defined for Federal government web sites.	69	67	66	69	74	
Presidential Libraries score at or above the benchmark for excellence as defined for Federal government web sites.	77	77	75	78	80	

Milestones
FY 2006
- Online ordering of copies of bankruptcy cases, civil cases, criminal cases, and Court of Appeals cases implemented.
- Online ordering of copies of naturalization records implemented.
- Online ordering of World War I draft registration cards implemented.

FY 2007	• Online store for museum merchandise operational.
	• Methodology for assessing NARA's score against the benchmark for excellence as defined for Federal government web sites developed.
FY 2008	• NARA's baseline score against the benchmark for excellence as defined for Federal government web sites established.
	• Inventory of all web-based access capabilities currently provided to our online customers to identify gaps and overlaps completed.
FY 2009	• Projects on different social media web sites (e.g. You Tube, Flickr, Twitter, Facebook, etc.) piloted.
	• Comprehensive and strategic concept of operations for web-based access to our online assets developed.
FY 2010	• *Archives.gov* home page redesigned.
	• Additional projects on selected social media web sites implemented.
FY 2011 Estimated	• Established social media program in place.
	• Federated search for online public access system expanded.
	• Online Public Access available to the public.
	• *Archives.gov* launched to the public.

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

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

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

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

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

FY 2011 Resources Available to Meet This Goal: $23,165,000; 204 FTE

FY 2011 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
5.1 By 2016, 90 percent of NARA's visitors are satisfied with their visit experience.	✔					✔		
5.2 By 2016, a minimum of 85 percent of all NHPRC-assisted projects produce the results required, employing rigorous standards and milestones approved by the Commission.	✔					✔		

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

FY 11 Estimated Performance

- 86 percent of NARA education program visitors are satisfied with their visit.

- 86 percent of NARA exhibit visitors are satisfied with their visit experience.

- 86 percent of public program visitors are highly satisfied with their visit experience.

- Identify and establish priorities on recommendations from FY 2010 AASLH study results.

- Identify and establish priorities on recommendations from longitudinal study of the Public Vaults.

Outcome   Our public outreach efforts effectively increase access to and knowledge of government in ways that further civic literacy.

Significance   In the promotion of civic literacy, the National Archives has always played a unique and important role. As the keeper of the records of the Government, we have literally safeguarded the documentary record of American history. This record belongs to the American people. From the Charters

of Freedom, to the census records that enumerate our country's population, to the records of Congress and Presidential Administrations, our holdings are so vast and diverse that the value and amount of information available is not always readily apparent to the public. Furthermore, we manage an important civic process, the Federal Register system. Therefore, we continually educate the public about the treasure trove of information and services we offer to enable access to our holdings and encourage civic participation. Museum programs are an inspiring way for people to understand their own personal connection to the records in the National Archives. Our efforts are intended to help families see how their own stories fit into our national mosaic, and to thrill young people with the real-life drama of the American experience.

Means and Strategies   The National Archives Experience, which includes the Public Vaults, the McGowan Theater, and O'Brien Traveling Exhibits Gallery, continues to grow in scope and impact. The Public Vaults has helped us make a connection between the average visitor and Federal records, illustrating how such records illuminate our understanding of the events that shaped our nation, our communities and our families. We expanded offerings in the McGowan Theater, including conferences, symposia, film series, and notable free public programs with speakers who have participated in and/or analyzed the events documented in our records. The O'Brien Gallery has featured topical exhibits intended to engage visitors in the stories that define our common heritage, from eyewitness reports of the great events of our times to the school boy experiences of the youngsters who grew up to be President. The new online Digital Vaults exhibit has captured the spirit of our Public Vaults and made inquiry-based learning about NARA records available to millions of people around the globe.

Our Boeing Learning Center provides resources to teachers and parents, allowing them to more effectively use our records to achieve national standards for history and civics. More than one million visitors a year now visit the National Archives Experience, with another 1.8 million visitors to NARA's Presidential Libraries and Museums, providing the National Archives with an exceptional opportunity to promote lifelong civic learning among people of different ages and backgrounds who come from all parts of the country.

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

NARA's archival centers located throughout the country provide educational programs that present our national story in local settings. We continue to partner with agencies and organizations external to NARA to deliver programs and teach educators how to use Federal records as primary sources in the classroom. Our public programs and archival services raise awareness of NARA's availability and services to the public.

Presidential Libraries and Museums play a vital role in promoting an understanding not only of the Presidency, but also American history and democracy. From Hoover through Clinton, the museums offer thought-provoking and entertaining permanent exhibits that combine documents and artifacts, photographs and film to immerse visitors in the sights and sounds of the past. Each year, Presidential Libraries also host temporary exhibits that supplement and elaborate on themes presented in the permanent exhibitions. These temporary exhibits have examined topics central to civic literacy in America: leadership, citizenship, and the American experience.

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

We want to gain insight of the degree to which our exhibits and programs have had a meaningful impact on visitors and participants. To increase our understanding, in FY 2008, we obtained OMB approval to use a measurement instrument program offered by the American Association of State and Local History Museums (AASLH). This allowed us to survey customers for feedback on our museum in Washington, DC, but it also provided us with a benchmark comparison with other similar museums. The results showed high levels of overall satisfaction; however, we learned that we could make improvements to the logistics and content in the Rotunda to enhance the experience of our customers. Since then we have implemented to improve the experience for visitors waiting in line outside the building or waiting in line to see the *Charters of Freedom*. We surveyed our customers again in FY 2010 to assess the impact of our changes. With feedback from the report available in FY 2011, we will analyze the data to understand any further changes needed. In addition, we will distribute a longitudinal survey of the Public Vaults in FY 2011 to compare feedback with the previous study completed five year earlier.

Our Presidential Libraries are conducting a review of their museum programs and measuring these programs against industry standards. These studies will provide historical context to better understand the current state of the programs as well as recommendations on the future direction of the museums.

Throughout the National Archives system, we deliver a wide variety of experiences for visitors. These experiences are realized through physical visits, online and offline publications, video conferences, webcasts, and other methods. As technology expands to include new delivery mechanisms, we will look for new opportunities for delivering our programs and communicating and interacting with visitors. We will continue to assess the needs of our visitors and evaluate methods to improve our customer interactions.

Key external factors Our success depends on the support of the private foundations that are fundamental to our exhibit programs. To better understand our customers' interests, we will need to expand our customer survey program. We will need the support of OMB in approving these surveys and our customers in conducting them.

Verification and Validation

Performance Data	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**
Number of visitors to NARA museums and exhibits (in millions)	3.0	3.2	3.2	3.9	2.1	
Performance target for percent of visitors satisfied with their visit experience.	—	—	—	—	*85*	*86*
Percent of visitors satisfied with their visit experience.	—	—	—	—	97	

Number of rated education programs, workshops, and training courses.	605	606	632	628	625	TBD
Number of attendees at rated education programs, workshops, and training courses.	10,394	10,230	11,362	11,688	14,327	

Milestones

FY 2007
- Industry measurement tools for an appropriate benchmark for NARA museums surveyed.
- The Learning Center operational, part of NARA's National Archives Experience, is operational.
- Richard Nixon Presidential Library and Museum opens to the public.

FY 2008
- Draft profile of NARA's Presidential Libraries developed.
- Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.

FY 2009
- NARA's 75th anniversary celebrated.
- Report on alternative models for Presidential Libraries issued.
- Data from the AASLH study analyzed.

FY 2010
- Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.
- Longitudinal study of visitor response to Public Vaults and National Archives Experience implemented and evaluated.
- Expand use of social media to increase collaboration, participation, and the growth of online communities.
- Industry measures based on peer review of Presidential Libraries identified.
- Measures for meeting industry standards by 2016 established.

FY 2011 Estimated
- Recommendations from FY 2010 AASLH study results prioritized.
- Recommendations from longitudinal study of the Public Vaults prioritized.
- Number of online exhibits on Presidential Libraries partnership web site increased.

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

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

FY 11 Estimated Performance
- 85 percent of all NHPRC-assisted grants produce the results required.

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

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

Means and Strategies   The NHPRC, established by Congress in 1934, supports a host of activities to collect, preserve, publish, and promote the use of documentary sources relating to the history of the United States. The NHPRC oversees a highly competitive federal awards program and provides assistance to

prospective grantees to cultivate high quality proposals. Projects supported by the NHPRC include digitizing and/or publishing historical records of national significance, tackling electronic records preservation and access issues, making hidden archival collections known and readily available, and preparing professionals in the archival and historical publishing communities for the challenges associated with these enterprises.

In FY 2009, we initiated our Founding Fathers Online pilot project, *Transcribing and Encoding the Founders Papers for Online Access*. This activity began in response to a Congressional committee report addressing concerns that the papers of America's Founding Fathers were not freely available online. The 2009 pilot project tested new approaches to significant portions of the editorial work associated with publishing the Founders' papers. These new approaches are focused on transcribing the handwritten texts and preparing, or encoding, them for online presentation. The pilot project includes the papers of John Adams, Benjamin Franklin, Thomas Jefferson, James Madison, and George Washington. In FY 2010, we released 5,000 preliminary transcriptions of materials from Presidents John Adams and James Madison online to the public for the first time as a result of the Founding Fathers Online pilot project. In FY 2011, we will complete a beta test site of the "Founders Online" web resource through a cooperative agreement with the University of Virginia Press.

Key external factors   The NHPRC rigorously evaluates grant applications on the basis of the relevance of projects to NHPRC's strategic objectives and the ability of applicants to produce promised results. Nonetheless, results ultimately depend on the grantees rather than on NHPRC.

Verification and Validation

Performance Data	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**
Performance target for the percentage of closed grants achieving desired results.	—	—	—	*82*	*82*	*83*
The percentage of closed grants achieving desired results.	88	86	81	82		

Milestones

FY 2010
- Online access to 5,000 unpublished transcriptions of the papers of James Madison and John Adams available.
- Report on status of remaining work on the Founding Fathers papers issued.
- Cooperative agreement for providing free online access to the published papers of the Founders — Adams, Franklin, Hamilton, Jefferson, Madison, and Washington — issued.

FY 2011 Estimated
- Cooperative agreement to convert remaining unpublished transcriptions of Founders papers to a verified, encoded state issued.

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

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

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

6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).

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

6.4 By 2016, NARA's telework rate is 100 percent of the Federal Government average rate.

6.5 By 2016, public network applications are available 99 percent of the time.

FY 2011 Resources Available to Meet This Goal: $36,774,000; 197 FTE

FY 2011 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
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.	✔	✔			✔			

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

FY 11 Estimated Performance   • Maintain 95 percent of staff development plans linked to strategic outcomes.

• Maintain 95 percent of employee performance plans linked to strategic outcomes.

- Identify core competencies for 60 percent of NARA's occupations.

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

Significance To ensure we can achieve our mission and strategic goals we must ensure that staff have the skills and competencies they need to optimize individual and organizational performance.

Means and Strategies Having the internal staff capabilities to carry out the strategies in this Strategic Plan is vital to the success of the plan and the achievement of our mission. To ensure that we have the staff capacity that we need both now and in the future, we are systematically examining NARA's major occupations to identify competency requirements at all levels. As these competency requirements are identified, we will use them as the basis for recruitment, selection, performance management, training, and development of NARA staff. Specifically, we will use the results of our competency development work to:

- Update our recruitment and selection criteria (to include making increased use of automation and expanding the types of assessments used to hire candidates into NARA positions) to ensure that we are hiring the right people with the right skills for the right jobs at the right time.
- Develop competency-based performance standards that clearly articulate performance expectations and hold staff accountable for achieving results.
- Design training opportunities that will provide staff with the competencies needed to perform their jobs.
- Assess the competencies of existing staff, identify skill gaps, and develop both short- and long-term strategies to bridge those gaps.
- Identify workforce imbalances and anticipate succession or other workforce planning needs.
- Identify and communicate to staff paths for career progression and advancement throughout NARA.

Our initial focus was on developing core competencies for our mission critical occupations – Archivists in the GS-1420 series and Archives Specialists and Technicians in the GS-1421 series. We then expanded our competency development work to other critical and important occupations and successfully piloted our competency development approach in several offices. The results and lessons learned from this pilot project will be applied to future competency development efforts across other mission critical occupations in the years to come.

We have also made significant progress toward creating an agency-wide leadership competency model. We created a leadership competency model applicable to all NARA leadership positions. Efforts are underway to develop a physical ability test for the records centers while we also explore options for implementing a writing sample assessment to be used agency-wide in the selection process.

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

In accordance with the Chief Human Capital Officers (CHCO) Act of 2002, NARA developed a Strategic Human Capital Plan (SHCP) for FY 2009 – 2014. The purpose of the plan is to address the strategic

management of the agency's human capital over the next five years. The plan provides direction for addressing NARA's most significant workforce management challenges and opportunities. It outlines our mission, infrastructure, goals, objectives, and strategies. In particular, the SHCP establishes a systematic, data-driven, agency-wide approach to human capital management, aligned with the Agency's mission and vision. The plan is based on guidance provided by the U.S. Office of Personnel Management (OPM) and its foundation is rooted in the five human capital systems outlined in OPM's Human Capital Accountability and Assessment Framework (HCAAF). This SHCP serves as the basis to further engage all NARA offices in the management of their most important resources, their employees.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Performance target for percent of permanent staff having staff development plans that link to strategic outcomes.	*95*	*95*	*95*	*95*	*95*	*95*
Percent of permanent staff having staff development plans that link to strategic outcomes.	76	96	88	67	72	
Number of permanent staff having staff development plans that link to strategic outcomes.	1,970	2,372	2,223	1,750	1,920	
Number of permanent staff.	2,656	2,520	2,573	2,667	2,793	
Average time (in calendar days) to fill a leadership position	42	39	55	65	39	
Performance target for percent of staff having performance plans that link to strategic outcomes	*95*	*95*	*95*	*95*	*95*	*95*
Percent of staff having performance plans that link to strategic outcomes.	95	97	98	96	97	
Number of staff having performance plans that link to strategic outcomes.	2,530	2,479	2,510	2,570	2,734	

Milestones

FY 2006
- Management trainee program expanded to additional records centers.
- Workforce planning process that enables managers to better plan recruiting for leadership and other positions created.
- Organizational impact study conducted to consider changes to organizational structure and training needs as a result of long-range improvements to NARA workflows (see 1.3).
- Vendor to convert eOPFs selected.

FY 2007
- A management development program for another program office designed.
- Conversion project for eOPFs completed.

FY 2008
- NARA Mission Critical Occupations (MCOs) formally identified.
- Contract support for competency development initiative obtained.
- Competency development pilot project with NARA's Modern Records Program completed.
- Pilot for a management development program implemented.

FY 2009
- Competency development work expanded to cover all positions in ISOO, our Modern Records Program office, and the Federal Records Center Director in our Office of Regional Records Services.
- NARA's Strategic Human Capital Plan developed.

FY 2010
- Competency models for Office of Regional Records Services and Office of Information Services developed (excluding clerical positions).
- Competency development work for Access Programs office and at least one additional area completed.
- Structured interview question bank developed.
- Physical ability test and writing sample assessment developed.

FY 2011 Estimated
- Competency modeling for MCOs in remaining program offices expanded.
- Competency modeling for clerical positions developed.
- Competency work for use with performance appraisals expanded.

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

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

FY 11 Estimated Performance
- Increase the number of employees in underrepresented groups relative to their representation in the CLF.

- Increase by 5 percentage points the number of positive responses to Annual Employee Survey (AES) questions referencing workforce diversity.

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

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

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

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

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

Each year, NARA identifies specific strategies that we will undertake to support our multi-year FEORP goals. Our strategies focus on expanding partnerships with minority-serving universities, education associations, and professional organizations; attending and networking at minority conferences and job fairs; encouraging the use of developmental assignments that provide on-the-job training opportunities for women and minorities; and ensuring that our FEORP goals and strategies are fully aligned with NARA's

Strategic Human Capital Plan and, by extension, NARA's Strategic Plan. Progress against our FEORP goals and strategies is assessed each year as part of our human capital accountability efforts and the U.S. Office of Personnel Management's annual FEORP reporting requirement. In addition, our FEORP plan is revised each year to reflect our latest workforce demographics; specific strategies are updated as necessary to address any under-representation at NARA.

We noticed a slight downturn in several of our underrepresented groups in FY 2010, despite our efforts to enhance the representation of women and minorities. We did not experience a decline in the rate of Hispanics and Hawaiian/Pacific Islanders, which we attribute to our extensive outreach and recruitment of these groups. Other contributing factors to the decline may be attributed to reported information from the Department of Education that indicates low numbers of degrees conferred to minorities in fields most applicable to positions at NARA. We will continue to monitor the trends in FY 2011 and adjust our annual strategies if we continue to experience unexpected results.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Number of applicants.	5,040	4,690	5,559	6,362	6,677	
Number of applicants in underrepresented groups.	1,790	1,744	2,515	2,811	830	
Percent of applicants in underrepresented groups.	36	37	45	44	16	
Number of qualified applicants.	2,315	2,857	3,099	3,735	3,033	
Percent of qualified applicants in underrepresented groups.	53	42	52	48	15	
Number of best qualified applicants.	—	1,001	1,533	1,643	1,431	
Percent of best qualified applicants in underrepresented groups.		51	52	49	21	
Number of new hires.	256	236	334	309	197	
Percent of new hires in underrepresented groups.	51	50	49	57	37	
Performance target for percentage of women relative to the CLF.	—	—	—	—	*89*	*91*
Employment percentage of women relative to the CLF.	88	87	88	87	*87*	
Performance target for percentage of black employees relative to the CLF.	—	—	—	—	—	—
Employment percentage of black employees relative to the CLF.	299	297	289	279	276	
Performance target for percentage of Latino-Hispanic employees relative to the CLF.	—	—	—	—	*18*	*20*
Employment percentage of Latino-Hispanic employees relative to the CLF.	17	18	17	16	16	
Performance target for percentage of Asian American employees relative to the CLF.	—	—	—	—	*74*	*78*
Employment percentage of Asian American employees relative to the CLF.	62	63	61	59	62	
Performance target for percentage of Pacific Islander employees relative to the CLF	—	—	—	—	—	—
Employment percentage of Pacific Islander employees relative to the CLF.	34	36	0	0	66	
Performance target for percentage of American Indian/Alaskan Native employees relative to the CLF.	—	—	—	—	—	—

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Employment percentage of American Indian/Alaskan Native employees relative to the CLF.	52	62	80	97	87	
Percentage of NARA employees with a targeted disability.	1.8	1.6	1.6	1.7	*1.6*	
Summary of underrepresented groups of employees meeting target (checkmark indicates target met or exceeded)						
—Women	✓					
—Black	✓	✓	✓	✓	✓	
—Latino-Hispanic						
—Asian American/Pacific Islander						
—American Indian/Alaskan Native						
—Targeted disability	✓	✓	✓	✓	✓	

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

Definitions   Applicant: Any U.S. citizen who submits a complete application in accordance with the instructions outlined in the job announcement; Underrepresented groups: groups of people tracked by the U.S. Equal Employment Opportunity Commission: Minority groups (Black, Latino-Hispanic, Asian, Native Hawaiian/Pacific Islander, and American Indian/Alaskan Native); Women; People with Disabilities.

Milestones
FY 2010
- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA's Summer Diversity Internship Program conducted.

FY 2011 Estimated
- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA's Summer Diversity Internship Program conducted.
- Awareness of NARA internship and employment opportunities increased, especially at events applicable to women and minorities.

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

FY 11 Estimated Performance
- 40 percent of NARA's positions are filled within 80 days.
- Fully implement an automated hiring solution.
- Implement NARA hiring reform action plan.

Outcome   NARA workforce is properly staffed to accomplish agency mission.

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

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

Effective recruitment and hiring practices directly impact our ability to reach the best talent in a competitive market. In FY 2010, as part of the Administration's overall agenda to reform recruitment and hiring, a Presidential Memorandum was issued —*Improving the Federal Recruitment and Hiring Process*—directing agencies to overhaul the way the Federal Government recruits and hires the civilian workforce. We initiated efforts in FY 2010 to reduce the "time to fill" vacancies, with the process workflow starting with the hiring manager's initial request to fill a vacancy and ending with the employee's start date.   In FY 2011, we will remain committed to implementing process efficiencies to reduce this time and enhance the experience for hiring managers and applicants alike.

NARA's leading challenge in the hiring process was our lack of an automated tool. We established a Human Resources (HR) Transformation Team in FY 2009 to oversee the upgrade of NARA's HR automation infrastructure and the implementation of specific actions to improve overall HR services including the timeliness to complete hiring actions in NARA. We transformed from a manual, labor-intensive personnel office to a strategic human capital organization. To achieve this transformation, we deployed improved technology and streamlined our processes. We expanded the pilot in FY 2010 and created an action plan to fully transition to an automated hiring environment in FY 2011.

Verification and Validation

Performance Data	**FY 2009**	**FY 2010**	**FY 2011**
Number of applicants.	6,362	6,677	
Number of applicants hired.	309	197	
Average number of days to fill position.	—	153	
Performance target for percent of NARA's positions filled in 80 days.	—	*30*	*40*
Percent of NARA's positions filled in 80 days.	—	12	

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

Definitions   Applicant: Any U.S. citizen who submits a complete application in accordance with the instructions outlined in the job announcement; Underrepresented groups: groups of people tracked by the U.S. Equal Employment Opportunity Commission: Minority groups (Black, Latino-Hispanic, Asian, Native Hawaiian/Pacific Islander, and American Indian/Alaskan Native); Women; People with Disabilities.

Milestones
FY 2009
- NARA's Strategic Human Capital Plan developed.

FY 2010
- NARA's workforce planning process documented.
- Current hiring process mapped, job opportunity announcements streamlined, and applicant notification process in place.
- Action plan to mitigate the "time to fill" barriers implemented.
- Staffing manager to manage the implementation and oversee operation of NARA's USA Staffing system hired.
- Backlog of hiring actions reduced.
- Automated hiring pilot expanded.

FY 2011 Estimated   •   NARA hiring reform action plan implemented.

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

FY 11 Estimated Performance   •   15 percent of NARA's eligible staff participates in the telework program.

Outcome   Non-traditional work arrangements enhance employee quality of life, impact recruitment and retention and supports emergency situations.

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

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

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

In FY 2010 we initiated the hiring process to bring a Work-life Wellness coordinator onboard who will serve as the telework program manager. We improved communications and developed a marketing strategy to increase the visibility of the telework program and help illustrate the business case for supporting telework. In FY 2011, we will review telework activities, provide assistance to timekeepers to improve data accuracy, and provide support to program areas to increase telework opportunities.

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of eligible NARA Federal Government workers who telework.	9	8	—	—	28	
Performance target for percent of eligible NARA employees who telework.			—	—	*15*	*20*
Percent of eligible NARA employees who telework.	9	12	—	—	4	
Number of telework hours worked by eligible NARA employees.	—	—	—	—	63,755	
Number of total hours worked by eligible NARA employees.	—	—	—	—		

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

FY 11 Estimated Performance
- Public network applications are available 98.86 percent of the time.

- Conduct the Local Area Network (LAN) services review and implement upgrades as necessary.

- Conduct cloud-based pilot e-mail solution with GSA and OMB.

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

Significance   Dramatic increases in computer interconnectivity, especially in the use of the Internet, continue to revolutionize the way our Government, our Nation, and much of the world communicate and conduct business. Our customers expect information and services to be available when they need them. However, this widespread interconnectivity poses significant risks to the Government's computer systems and the critical operations they support. The speed and accessibility, as well as the other enormous benefits of the computer age, if not properly controlled, allow individuals and organizations to interfere with critical operations for mischievous or malicious purposes. Reliable performance and security of our public network applications is essential to ensuring that customer expectations for access to our information and services can be met.

Means and Strategies   NARA's fundamental strategic business goal as the national record keeper is to preserve and provide access to the records that document what the government does. NARA's Enterprise Architecture (EA) is an information technology blueprint that specifies how NARA will use information technology (IT) to support its strategic business goals. NARA is working to enforce the governance process related to its EA. It is the enforcement of the EA governance that will allow NARA to hold IT projects accountable for EA compliance and alignment with the Federal Enterprise Architecture. Over the past several years we have focused on EA process improvement and worked to resolve some gaps that had been identified through GAO and OMB assessments and the agency-wide review of the EA work products. As a result, NARA's EA received an overall score of "green" from OMB in FY 2008 based on green scores in the Completion, Use, and Results categories.

The authenticity and reliability of our electronic records and information technology systems are only as good as our IT security infrastructure. We must ensure the security of our data and our systems or we risk undermining our agency's credibility and ability to carry out our mission. Also, we risk the Government's ability to document the results of and accountability for its programs. IT security becomes even more critical as we increase our visibility through the implementation of Web 2.0 and of electronic government initiatives that expand online services to the public. The more we increase electronic access to our services and records, the more vulnerable we potentially are to intrusions, viruses, privacy violations, fraud, and other abuses of our systems. With the introduction of new technologies, we must remain steadfast in our efforts to maintain the integrity and security of our systems and data.

In FY 2010, the Federal CIO recommended that agencies consider cloud-based solutions when making technology-related decisions. Cloud computing offers benefits such as shared computing services, shared access and use of data by a variety of user groups, cost savings designed service plans, and accessibility from any networked computer, to name a few. We began working with GSA and OMB to conduct a cloud-based pilot e-mail solution in FY 2010 and in 2011, NARA will continue this work with GSA in evaluating cloud-based e-mail solutions from FISMA-compliance vendors for possible implementation. NARA, with its GSA partner, will lead the cloud-based pilot e-mail solution and will use lessons learned from the pilot program and develop models for implementation across the Federal Government.

In addition to supporting public network applications and ensuring their security, successful implementation and deployment of many NARA initiatives, including ERA, is dependent upon a robust, reliable, stable, scalable, and high performance technology infrastructure. NARA's infrastructure consists of the following components and services: servers, the wide area and local area networks, desktop and laptop computers, e-mail, Internet access, Intranet platforms, mobile devices, and storage. The NARA IT infrastructure is the foundation for secure and reliable computing. The current infrastructure includes support of 44 sites, nearly 5,000 workstations and telephone sets, more than 260 servers in addition to the network, email, security, and operation and system management tools. We need to ensure the continuous improvement in the performance of the infrastructure to meet business requirements. As part of this, we need to upgrade our Local Area Network (LAN) services and desktop capabilities. In 2011, as part of the IT Infrastructure Segment Program plan, we will review the current state of technology and business services against current and future requirements, based on requirements, technology maturity and commercial availability. The review will include e-mail, network operations and desktop operating systems, and productivity tools as well as technology for social media, collaborative groupware, and smart phones. In addition, NARA will review the implementation of its wireless network to see how it can better meet the needs of its researchers and staff. These services will be upgraded as appropriate.

As we modernize our network and make available our historic records, we must also develop an enterprise storage infrastructure solution to support both operational and strategic requirements. This improved storage infrastructure will be capable of supporting current and future digitization efforts. It will also provide redundancy for improved continuity of NARA's business services.

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

Verification and Validation

Performance Data	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of public network availability.	100	100	100	100	100	
Performance target for percent availability of public applications.	*98.9*	*98.80*	*98.83*	*98.84*	*98.85*	*98.86*
Percent of public applications availability.	98.9	99.3	99.5	99.5	99.7	
Number of total hours that any public network application was unavailable.	830	504	424	414	305	
Number of network users for public applications (in millions).	6.7*	6.5*	8.8	6.6	2.3	

Cost per visit to public applications.	$0.37	$0.64	$0.40	$0.43	$1.24	
Percent of customer's highly satisfied with NARA helpdesk services (average for year).	—	65	83	87	87	

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

Milestones

FY 2006	• Physical security of NARA's computer infrastructure at remaining NARA locations upgraded. • Network operating system and agency e-mail system upgrade across NARA initiated. • NARA's Enterprise Architecture received overall score of "green" from OMB.
FY 2007	• Network operating system and agency e-mail system upgrade across NARA completed.
FY 2008	• Recompete of Information Technology Support Services contract initiated. • Possible IT solutions for work-at-home to support Federal telework initiatives tested.
FY 2009	• NARA Information Technology and Telecommunications Support Services contract awarded. • Strategy and Concept of Operations for integration and management of remote access for mobile users developed. • Network bandwidth and capabilities for digitized voice services increased. • Telephone infrastructure upgraded.
FY 2010	• Service level agreements under the NITTSS contract across the enterprise implemented. • Agency wide data dictionary with metadata from major mission-related systems updated.
FY 2011 Estimated	• Enterprise Storage Network Infrastructure implemented. • Local Area Network (LAN) services solution implemented.

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

Definitions   NARANET: a collection of local area networks installed in 44 NARA facilities that are connected to a Multi-Protocol Label Switching (MPLS)-enabled network and with access to the Internet. NARANET includes personal computers with a standardized suite of software. NARANET was designed to be modular and scalable using standard hardware and software components.