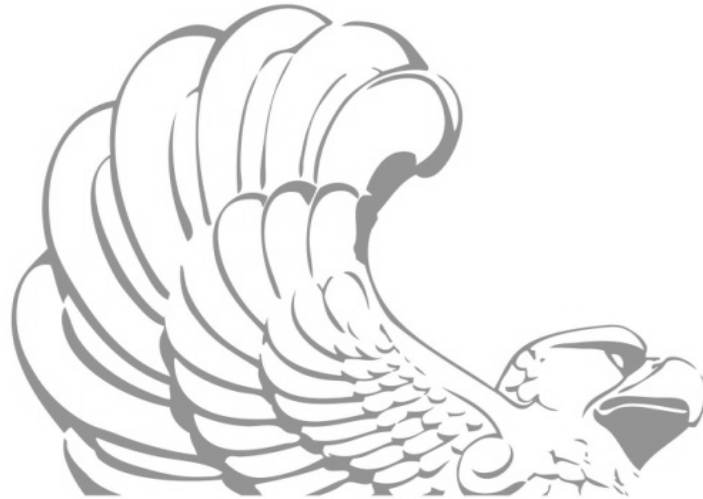

National Archives and Records Administration



NATIONAL
ARCHIVES

FY 2024

CONGRESSIONAL JUSTIFICATION

March 13, 2023

National Archives and Records Administration

SUMMARY of the FY 2024 REQUEST

Fiscal Year 2024 Budget Request

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Summary of the Request

The National Archives and Records Administration (NARA) requests \$467.6 million in discretionary budget authority for FY 2024. This is a decrease of \$22.7 million from the FY 2023 enacted level. Within the aggregate request, NARA requests \$443.2 million for the Operating Expenses appropriation, \$6.4 million for the NARA Office of Inspector General, \$8 million for Repairs and Restoration of NARA-owned buildings, and \$10 million for the National Historical Publications and Records Commission (NHPRC) Grants Program. NARA's request for Operating Expenses includes \$413.2 million in one-year funding and \$30 million to be available until expended.

Appropriations Request

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Operating Expenses:			
Annual appropriation	\$ 357,310	\$ 395,520	\$ 413,213
<u>No-year appropriation</u>	<u>31,000</u>	<u>32,000</u>	<u>30,000</u>
Total Appropriation.....	\$ 388,310	\$ 427,520	\$ 443,213
Office of Inspector General	4,968	5,980	6,400
Repairs and Restoration	71,000	22,224	8,000
NHPRC Grants Program	12,265	34,573	10,000
NARA Discretionary Budget Authority	\$ 476,543	\$ 490,297	\$ 467,613

NARA's request for Operating Expenses is an increase of \$15.7 million and 53 FTE from the FY 2023 enacted level, which is the net of the following program increases and reductions:

- (1) An increase of \$6.6 million and 32 FTE for pay and benefit increases. This includes the FY 2024 pay raise (5.2 percent), an annualization of the FY 2023 pay raise (4.6 percent), and the annualization of new FTE provided in FY 2023 initiatives.
- (2) An increase of \$6.6 million for inflationary increases to both NARA Facility Operations costs and other, non-labor costs.
- (3) A reduction of -\$14.4 million from the following program decreases:
 - -\$11.4 million in reductions from non-recurring one-time costs associated with technology investments to support digitization and online digital access to archival records.
 - -\$2 million for the non-recurring FY 2023 funding for the operating expense of the Civil Rights Cold Case Review Board due to significant available balances.

- -\$1 million in reductions from non-recurring one-time costs to complete a full assessment of the Emancipation Proclamation to prepare the document for permanent display.
- (4) An increase of \$16.9 million and 21 FTE from the following program increases:
- A program increase of \$7.8 million and 1 FTE to begin implementation of Zero Trust Architecture (ZTA) principles. Funds requested would provide for a new, enterprise identity and access management (IAM) solution, a Cloud Access Security Broker (CASB), and for recurring costs of Login.gov for phishing-resistant multi-factor authentication. Funding would also provide for two new, permanent staff to support NARA's implementation of ZTA principles.
 - A program increase of \$5.2 million to improve the Customer Experience with NARA online public services through archives.gov, the National Archives Catalog, and better access to archival databases.
 - A program increase of \$2.9 million and 18 FTE to prepare for the transition to a fully electronic government through more robust access to permanent electronic records, digitization in Presidential Libraries, and a Public Dashboard reporting the progress of federal agencies in managing their electronic records. Funding requested would also provide for 35 new, permanent staff to accession, process, and preserve permanent electronic records.
 - A program increase of \$0.6 million and 2 FTE to expand NARA's paid internship program to support DEIA goals for interns, recruitment, and mid-career retention of archival professionals. Funding requested would also provide for two new, permanent staff to oversee NARA's internship program.
 - A program increase of \$0.4 million to relocate 50,000 cubic feet of permanent records to provide much needed space at the National Archives at College Park, MD and the National Archives at Atlanta, GA for new accessions of permanent records

NARA's request for the Office of Inspector General appropriation is an increase of \$0.4 million, which is the net of pay and benefits adjustments, and program efficiency savings.

NARA's request for the Repairs and Restoration appropriation is a decrease of -\$14.2 million from the FY 2023 enacted level. This decrease is derived from non-recurring Congressionally directed spending (-\$13.3 million) and reductions to the enacted level.

NARA's request for the NHPRC Grants Program appropriation is a decrease of -\$24.6 million, which is derived from non-recurring Congressionally directed spending (-\$22.6 million) and non-recurring one-time funding to preserve records of former Members of Congress (-\$2 million).

NARA Mission, Vision, and Goals

The vision, mission, and strategic goals established in the FY 2022 – FY 2026 NARA Strategic Plan confirm NARA's commitment to openness, transparency, and citizen engagement through public access to government records. NARA's strategic framework adds context and a higher purpose to NARA operations, drives increased coordination between NARA programs, and sets priorities for improved resource allocations.

MISSION

We drive openness, cultivate public participation, and strengthen our nation's democracy through equitable public access to high-value government records.

Our mission is to provide equitable public access to federal government records in our custody and control. Equitable access to government records strengthens democracy by allowing all Americans of all backgrounds to claim their rights of citizenship, hold their government accountable, and understand their history so they can fully participate in their government.

VISION

We will be known for cutting-edge access to extraordinary volumes of government information and unprecedented engagement to bring greater meaning to the many different American experiences.

We collaborate with other federal agencies, the private sector, the public, and diverse communities to offer information—including records, data, and context—when, where, and how it is needed and transform the American public's relationship with their government. We will lead the archival and information professions to ensure archives thrive in a digital world.

VALUES

NARA values reflect shared aspirations that support and encourage the agency's longstanding commitment to public service, openness, and transparency, and the government records that NARA holds in trust.

Collaborate—Create an open, inclusive work environment that is built on respect, communication, integrity, and collaborative teamwork.

Innovate—Encourage creativity and invest in innovation to build our future.

Learn—Pursue excellence through continuous learning and become smarter all the time about what we know and what we do in service to others.

Act with Integrity— Build trust by acting with honesty, fairness, and transparency.

Advance Diversity— Model diversity, inclusion, equity, and accessibility throughout the agency and expand participation by staff and customers of all backgrounds in NARA programs and decision-making.

STRATEGIC GOALS

NARA's strategic goals identify the four key areas in which NARA must excel in order to efficiently and effectively deliver its mission in a modern environment.

Make Access Happen.—NARA will make all records available to the public in digital formats, to ensure that anyone can explore, discover, and learn from NARA holdings.

Connect with Customers.—NARA will continuously engage with and learn from our customers: individuals, communities, organizations, and other Federal agencies. We build long-term and strategic customer relationships to ensure our services are valued by our customers and we work together to improve our efficiency, engagement, and equity.

Maximize NARA's Value to the Nation.—NARA will reform and modernize records management practices across the Federal government, advance digital preservation of archival electronic records, and support the transition to digital government. NARA will explore new technology to find low-cost, practical solutions to improve processing, access review and redaction, and digitization to accelerate the delivery of electronic and digitized records to the public.

Build Our Future Through Our People.—NARA will provide all our employees with the learning and leadership opportunities necessary to support their career development, enable their successful transition to a digital environment, and thrive in an inclusive, supportive, and diverse work environment.

TRANSFORMATIONAL OUTCOMES

NARA transformational outcomes describe the organizational culture that NARA must build in order to meet the challenges of the future, improve organizational performance, and better serve the American people.

One NARA.—We will work as one NARA, not just as component parts.

Out in Front.—We will embrace the primacy of electronic information in all facets of our work and position NARA to lead accordingly.

An Agency of Leaders.—We will foster a culture of leadership, not just as a position but as the way we all conduct our work.

A Great Place to Work.—We will transform NARA into a great place to work through trust and empowerment of all of our people, the agency's most vital resource.

A Customer-Focused Organization.—We will create structures and processes to allow our staff to more effectively meet the needs of our customers.

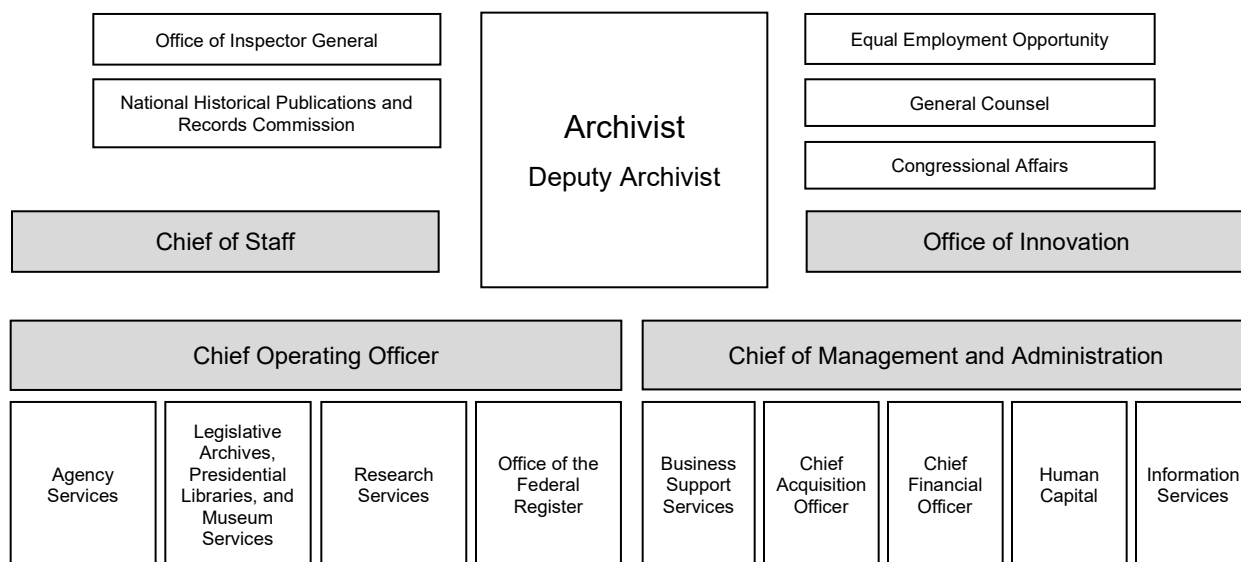
An Open NARA.—We will open our organizational boundaries to learn from others.

A Diverse and Inclusive NARA.—We will embrace diversity, equity, inclusion, and accessibility so that our workforce and our customers of all backgrounds are valued and supported.

NARA Organization

NARA’s organizational structure focuses agency resources and management attention on delivering coordinated and effective services to key stakeholders and customers. NARA’s customer-focused organizations allow the agency to better engage its stakeholders, encourage their collaboration and participation, and respond to their needs expediently and efficiently. This structure eliminates duplication of processes and resources, creates a more flexible and agile organization, and promotes shared accountability for the performance of the agency as a whole.

National Archives and Records Administration



- *Agency Services* leads NARA efforts to meet the records management needs of Federal agencies and represents the public’s interest in the transparency of these records.
- *Legislative Archives, Presidential Libraries, and Museum Services* fulfills the records needs of the White House and Congress, researchers who make use of Presidential and Congressional records, and museum visitors, educators, and students.
- *Research Services* provides world-class service to researchers and citizens wanting to access the records of the National Archives and preserves archival holdings for the benefit of future generations.
- *The Office of the Federal Register* fulfills the Archivist’s responsibilities to publish the daily Federal Register, the Code of Federal Regulations, and the Statutes-at-Large, and other statutory requirements.

Summary of Requested Appropriations Action
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Operating Expenses:			
Legislative, Presidential, and Museum Services	\$ 114,447	\$ 118,128	\$ 123,811
Citizen Services	121,948	132,597	137,398
Agency and Related Services	65,284	87,357	90,918
Facility Operations	57,631	59,438	61,086
Electronic Records Initiative	29,000	30,000	30,000
Total Appropriation	\$ 388,310	\$ 427,520	\$ 443,213
Office of Inspector General	4,968	5,980	6,400
Repairs and Restoration	71,000	22,224	8,000
NHPRC Grants Program	12,265	34,573	10,000
Total Appropriations Request	\$ 476,543	\$ 490,297	\$ 467,613
Total Full-Time Equivalents (FTE)	2,681.0	2,937.0	2,994.0

National Archives and Records Administration
 Summary of the FY 2024 Request

Total Discretionary Obligations by Object Classification
 (Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent.....	\$ 142,692	\$ 156,952	\$ 164,129
11.3 Other than full-time permanent.....	\$ 434	\$ 476	\$ 497
11.5 Other personnel compensation.....	\$ 3,672	\$ 4,079	\$ 4,283
11.8 Special personal services payments.....	\$ 39	\$ 43	\$ 45
12.1 Civilian personnel benefits.....	\$ 54,246	\$ 59,559	\$ 62,212
13.0 Benefits for former personnel.....	\$ 306	\$ 336	\$ 350
21.0 Travel and transportation of persons.....	\$ 118	\$ 475	\$ 675
22.0 Transportation of things.....	\$ 590	\$ 586	\$ 630
23.1 Rental payments to GSA.....	\$ 8,140	\$ 8,930	\$ 10,578
23.2 Rental payments to others.....	\$ 1,119	\$ 2,528	\$ 2,811
23.3 Communications, utilities, and misc. charges.....	\$ 12,627	\$ 13,733	\$ 14,233
24.0 Printing and reproduction.....	\$ 157	\$ 615	\$ 670
25.1 Advisory and assistance services.....	\$ 7,717	\$ 9,018	\$ 12,297
25.2 Other services from non-Federal sources.....	\$ 44,082	\$ 36,497	\$ 38,191
25.3 Other goods and services from Federal sources	\$ 25,610	\$ 40,026	\$ 39,907
25.4 Operation and maintenance of facilities.....	\$ 37,521	\$ 36,439	\$ 36,955
25.5 Research and development contracts.....	\$ 0	\$ 93	\$ 93
25.7 Operation and maintenance of equipment.....	\$ 43,976	\$ 61,369	\$ 39,410
26.0 Supplies and materials.....	\$ 1,970	\$ 6,220	\$ 4,835
31.0 Equipment.....	\$ 10,041	\$ 18,204	\$ 17,082
32.0 Land and structures.....	\$ 8,443	\$ 44,711	\$ 23,509
41.0 Grants, subsidies, and contributions.....	\$ 13,387	\$ 40,659	\$ 42,800
42.0 Insurance claims and indemnities.....	\$ 0	\$ 0	\$ 0
43.0 Interest and dividends.....	\$ 0	\$ 0	\$ 0
94.0 Financial transfers.....	\$ 0	\$ 0	\$ 0
99.0 Obligations, appropriated.....	\$ 416,887	\$ 541,548	\$ 516,192
<i>Subtotal, PC&B.....</i>	<i>201,389</i>	<i>221,445</i>	<i>231,516</i>
<i>Subtotal, non-labor.....</i>	<i>215,498</i>	<i>320,103</i>	<i>284,676</i>

Note: This schedule includes obligations of available balances from prior-year appropriations.

National Archives and Records Administration

OPERATING EXPENSES

Fiscal Year 2024 Budget Request

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Appropriation Language

For necessary expenses in connection with the administration of the National Archives and Records Administration and archived Federal records and related activities, as provided by law, and for expenses necessary for the review and declassification of documents, the activities of the Public Interest Declassification Board, the operations and maintenance of the electronic records archives, the hire of passenger motor vehicles, and for uniforms or allowances therefore, as authorized by law (5 U.S.C. 5901), including maintenance, repairs, and cleaning, **\$443,213,000**, of which **\$30,000,000** shall remain available until expended for expenses necessary to enhance the Federal Government's ability to electronically preserve, manage, and store Government records.

Program Description

This appropriation provides for the operation of the Federal government's archives and records management activities, the preservation of permanently valuable historical records, and their access and use by the public.

- *Legislative Archives, Presidential Libraries, and Museum Services.*—This activity provides for the Center for Legislative Archives and the Presidential Materials Division, which provide records management services to Congress and the White House; the Presidential Libraries of fifteen former Presidents; and nationwide education, outreach, and exhibits programs, including the National Archives Museum in Washington, DC.
- *Citizen Services.*—This activity provides for public access to and engagement with permanently valuable Federal government records by the researcher community and the general public at public research rooms, online at www.archives.gov, and through innovative tools and technology to support collaboration with the public.
- *Agency and Related Services.*—This activity provides for the services NARA provides to other Federal agencies, including records management, appropriate declassification of classified national security information, oversight of the classification system and controlled, unclassified information, and improvements to the administration of the Freedom of Information Act by the Office of Government Information Services; the electronic records management activities of the Electronic Records Archives system; and publication of the Federal Register, U.S. Statutes-at-Large, and Presidential Papers.
- *Facility Operations.*—This activity provides for the operations and maintenance of NARA facilities.
- *Electronic Records Initiative.*— This activity provides for expenses necessary to enhance the Federal Government's ability to electronically preserve, manage, and store Government records.

National Archives and Records Administration
 Operating Expenses

Explanation of Changes
 (Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2023 Enacted level.....	1,546.0	\$ 427,520
FY 2024 Appropriation request.....	<u>1,599.0</u>	<u>443,213</u>
Net Change.....	53.0	\$ 15,693
<hr/>		
Maintaining Current Levels:		
FY 2024 pay raise and annualization of FY 2023 pay raise and initiatives	32.0	\$ 6,627
Inflationary increases in NARA Operations Costs	—	<u>6,607</u>
Subtotal, Maintaining Current Levels.....	32.0	\$ 13,234
 Program Decreases:		
Non-recur one-time costs for investments in digitization and online access		-\$ 11,436
Non-recur FY 2023 Civil Rights Cold Case Review Board		-2,000
Non-recur one-time costs to complete a full assessment of the Emancipation Proclamation	—	<u>-1,000</u>
Subtotal, Program Decreases	0.0	-\$ 14,436
 Program Increases:		
Zero Trust Architecture implementation	1.0	\$ 7,801
Improve online access and Customer Experience	0.0	5,220
Prepare for transition to fully electronic government	18.0	2,900
NARA Internship program	2.0	551
Records relocation (College Park, MD and Atlanta, GA)	<u>0.0</u>	<u>423</u>
Subtotal, Program Increases.....	21.0	\$ 16,895
 Net Change	 53.0	 \$ 15,693

The FY 2024 budget requests an appropriation of **\$443,213 thousand and 1,599 FTE** for Operating Expenses.

NARA's FY 2024 request reflects a net increase of \$15,693 thousand and 53 FTE from the FY 2023 enacted level, which is the result of the following changes:

- (1) An increase of **\$13,234 thousand and 32 FTE** to maintain current levels:
 - \$6,627 thousand and 32 FTE to provide for pay and benefit increases. This includes the FY 2024 pay raise (5.2 percent), the annualization of the FY 2023 pay raise (4.6 percent), and the annualization of new FTE provided in FY 2023 initiatives.
 - \$6,607 thousand for inflationary increases to both NARA Facility Operations costs and other, non-labor costs.

- (2) A reduction of **-\$14,436 thousand** from the following program decreases:
 - -\$11,436 thousand in reductions from non-recurring one-time costs associated with technology investments to support digitization and online digital access to archival records.
 - -\$2,000 thousand for the non-recurring FY 2023 funding for the operating expenses of the Civil Rights Cold Case Review Board. As members were recently appointed, NARA currently has a sufficient no-year balance from funds provided between FY 2020 and FY 2023 to support the Board's important activities.
 - -\$1,000 thousand in reductions from non-recurring one-time costs to complete a full assessment of the Emancipation Proclamation to prepare the document for permanent display.

- (3) An increase of **\$16,895 thousand and 21 FTE** from the following program increases:
 - A program increase of \$7,801 thousand and 1 FTE to begin implementation of Zero Trust Architecture (ZTA) principles. Funds requested would provide for a new, enterprise identity and access management (IAM) solution, a Cloud Access Security Broker (CASB), Multi-factor authentication (MFA) implementation for NARA applications and mobile devices, and for recurring costs of Login.gov for phishing-resistant multi-factor authentication. Funds would also provide for two new, permanent staff to support NARA's implementation of ZTA principles.
 - A program increase of \$5,220 thousand to improve the Customer Experience with NARA online public services through archives.gov, the National Archives Catalog, and better access to archival databases.
 - A program increase of \$2,900 thousand and 18 FTE to prepare for the transition to a fully electronic government. Funds requested provide for 35 new, permanent staff to accession, process, and preserve permanent electronic records. Funding would also support robust access to permanent electronic records, digitization in Presidential

Libraries, and a Public Dashboard reporting the progress of federal agencies in managing their electronic records.

- A program increase of \$551 thousand and 2 FTE to expand NARA's paid internship program to support DEIA goals for interns, recruitment, and mid-career retention of archival professionals. Funding requested would also provide for two new, permanent staff to oversee NARA's internship program.
- A program increase of \$423 thousand to relocate 50,000 cubic feet of permanent records to provide much needed space at the National Archives at College Park, MD and the National Archives at Atlanta, GA for new accessions of permanent records.

Equitable Access to History

NARA's budget request includes **\$15 million** and **89 FTE** in Operating Expenses to advance racial equity by digitizing, describing, and providing free, online access to U.S. Government records that document the history of underserved and underrepresented communities in America. NARA's request includes \$8 million for technology investments to support digitization and online digital access to significant volumes of archival records. An additional \$7 million provides for 89 permanent Federal employees to perform the work of scanning, arranging, and describing records for online access. NARA would continue its partnership with Native American tribes, Historically Black Colleges and Universities (HBCU), and other institutions representing underrepresented communities to select records collections of the greatest impact.

This initiative provides direct support to Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. American history provides the lessons and the inspirations for the future of our Country. The history that NARA makes freely available to the American public has been limited, including by technology and the past bias of those who recorded our history.

NARA is requesting resources to focus on identifying, digitizing, and making publicly available U.S. Government records that fill in gaps in the popular narratives of American history. The archival records in NARA custody are a vital source of information for all Americans to document their rights, hold their Government accountable, and better understand the history of the United States. Digitizing and making publicly available records that document the history of underserved and underrepresented communities substantially supports the equity goals of the Administration. Our initiative would provide American minorities and people of color with unprecedented access to records necessary to exercise their rights of citizenship, promote accountability for Government decision-making, and illuminate the struggles and contributions of underrepresented communities towards our shared American experience.

NARA requests funding to provide for the systematic digitization of records collections describing the history, rights, and struggles of underrepresented and underserved communities in the U.S. Funding requested in FY 2024 would continue the digitization of one of NARA's most prominent collections of U.S. Government records associated with Native American tribes, digitizing an estimated 90 million pages per year. NARA would also dedicate resources in FY 2024 to building trusting relationships with underserved communities, soliciting their needs and interests in Federal records, and developing solutions to meaningfully improve access to records of interest to them. Once complete, NARA would begin the digitization of records of interest to a broader range of underserved communities. Costs include equipment, maintenance, temporary storage for work-in-progress images, cloud-based storage costs for finished images, and transportation of records for digitization.

National Archives and Records Administration
Operating Expenses

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Unobligated balance, no-year appropriation.....	\$ 454	\$ 454	\$ 454
Unobligated balance, no-year (GPO space).....	\$ 8,624	\$ 7,934	\$ 0
Unobligated balance, no-year (ERI).....	\$ 26,559	\$ 24,326	\$ 0
Unobligated balance, no-year (Civil Rights space).....	\$ 3,945	\$ 5,961	\$ 5,861
Transfer to other accounts.....	\$ 0	-\$ 2,000	-\$ 2,000
Recoveries of prior-year obligations.....	\$ 121	\$ 582	\$ 500
Transfer in from trust fund accounts ¹	\$ 529	\$ 529	\$ 529
Discretionary authority:			
Annual appropriation.....	\$ 357,310	\$ 395,520	\$ 413,213
No-year appropriation (ERI).....	29,000	30,000	30,000
No-year appropriation (Civil Rights Space).....	2,000	2,000	0
Total discretionary authority.....	\$ 388,310	\$ 427,520	\$ 443,213
Reimbursable authority:			
New spending authority collected ²	\$ 725	\$ 1,000	\$ 1,200
Change in uncollected payments.....	0	0	0
Subtotal, reimbursable authority.....	\$ 725	\$ 1,000	\$ 1,200
Unobligated balance, expiring.....	\$ 0	\$ 0	\$ 0
Unobligated balance, available in future years.....	-\$ 38,675	-\$ 6,315	-\$ 4,215
Unobligated balance, reimbursable.....	\$ 0	\$ 0	\$ 0
Total obligations.....	\$ 390,592	\$ 459,991	\$ 445,542
Obligations, annual appropriation.....	\$ 357,839	\$ 396,049	\$ 413,742
Obligations, no-year (GPO space).....	690	7,934	0
Obligations, no-year appropriation (ERI).....	31,338	54,908	30,500
Obligations, no-year appropriation (Civil Rights).....	0	100	100
Obligations, reimbursable.....	725	1,000	1,200
Net outlays	\$ 383,775	\$ 377,343	\$ 446,852

1/ NARA anticipates an additional \$529 thousand in transfers from the National Archives Trust Fund endowments for the operations and maintenance of certain Presidential Libraries. In accordance with 44 USC § 2112(g), the private Foundations for the Libraries of former Presidents George H.W. Bush, William Clinton, and George W. Bush have established (separate) endowments in the National Archives Trust Fund. Annual income from these endowments is transferred to NARA's Operating Expenses appropriation, to partially offset the costs of facility operations and maintenance at each respective Library.

2/ NARA anticipates providing reimbursable services to the National Archives Trust Fund (as authorized by 44 U.S.C. § 2302) in the amount of \$1,200 thousand and 22 FTE in FY 2024. Reimbursable services provide for the costs of reproducing archival documents for sale to the public and other, related projects.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent.....	\$ 139,924	\$ 153,553	\$ 160,209
11.3 Other than full-time permanent.....	434	476	497
11.5 Other personnel compensation.....	3,533	3,877	4,045
11.8 Special personal services payments.....	39	43	45
12.1 Civilian personnel benefits.....	53,075	58,245	60,770
13.0 Benefits for former personnel.....	306	336	350
21.0 Travel and transportation of persons.....	88	425	625
22.0 Transportation of things.....	590	586	630
23.1 Rental payments to GSA.....	8,140	8,930	10,578
23.2 Rental payments to others.....	1,119	2,528	2,811
23.3 Communications, utilities, and misc. charges.....	12,627	13,733	14,233
24.0 Printing and reproduction.....	157	615	670
25.1 Advisory and assistance services.....	7,074	8,368	11,657
25.2 Other services from non-Federal sources.....	27,707	22,348	24,042
25.3 Other goods & services from Federal sources.....	24,215	38,654	38,740
25.4 Operation and maintenance of facilities.....	36,752	36,439	36,955
25.5 Research and development contracts.....	0	93	93
25.7 Operation and maintenance of equipment.....	36,432	32,760	32,209
26.0 Supplies and materials.....	1,045	4,950	3,615
31.0 Equipment.....	4,081	9,090	10,968
32.0 Land and structures.....	387	0	0
42.0 Insurance claims and indemnities.....	114	0	0
43.0 Interest and dividends.....	0	0	0
94.0 Financial transfers.....	0	0	0
99.0 Obligations, annual appropriation.....	\$ 357,839	\$ 396,049	\$ 413,742
<i>Subtotal, PC&B.....</i>	<i>197,311</i>	<i>216,530</i>	<i>225,916</i>
<i>Subtotal, non-labor.....</i>	<i>160,528</i>	<i>179,519</i>	<i>187,826</i>
99.0 Obligations, no-year (GPO space).....	690	7,934	0
99.0 Obligations, no-year appropriation (ERI).....	31,338	54,908	30,500
99.0 Obligations, no-year appropriation (Civil Rights).....	0	100	100
99.0 Obligations, reimbursable.....	725	1,000	1,200
99.0 Total obligations.....	\$ 390,592	\$ 459,991	\$ 445,542
Full-Time Equivalents (FTE) Direct.....	1,367.0	1,546.0	1,599.0
Full-Time Equivalents (FTE) Reimbursable.....	18.0	18.0	22.0

NARA Budget Activities

NARA's mission is to provide meaningful public access to records that document the rights of citizens, ensure government accountability, and document the history of the United States Government. The Operating Expenses appropriation provides for salaries and expenses associated with preservation, processing, and public access to permanent records and related functions.

NARA's request for Operating Expenses is presented in five budget activities, which consolidate related functions to report the total resources NARA dedicates to each of its key customer segments and stakeholder groups.

- *Legislative Archives, Presidential Libraries, and Museum (LPM) Services* focuses on the records needs of the White House and Congress, researchers who make use of Presidential and Congressional records, and museum visitors, educators, and students nationwide.
- *Citizen Services.* — This activity includes:
 - The Research Services organization, which provides public access to original, archived government records for researchers and citizens and preserves archival records for the benefit of future generations.
 - The Office of Innovation, which provides public access to and engagement with government records through the National Archives Catalog at catalog.archives.gov, social media, and innovative tools that support collaboration with the public.
- *Agency and Related Services.*—This activity includes:
 - The Agency Services organization, which supports all Federal agencies' records management needs and represents the public's interest in the transparency of those records;
 - Electronic records management, preservation, and access activities provided through the Electronic Records Archives (ERA) system, which is managed by the Information Services organization; and
 - The Office of the Federal Register, which fulfills a variety of statutory responsibilities, including publication of the daily Federal Register, the Code of Federal Regulations, and the U.S. Statutes-at-Large.
- *Facility Operations.*—This activity provides for the operations and maintenance of NARA facilities, which are managed by the Business Support Services organization.
- *Electronic Records Initiative.*— This activity provides for NARA activities expenses necessary to enhance the Federal Government's ability to electronically preserve, manage, and store Government records.

Costs of agency-wide management and administrative functions are allocated across NARA's five budget activities.

National Archives and Records Administration
Operating Expenses

Obligations by Program Activity
(Dollars in Thousands)

	FY 2022		FY 2023		FY 2024	
	Actual		Enacted		Request	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
1. Legislative, Presidential, and Museum Services:						
Presidential Libraries	341.0	\$96,839	356.0	\$90,641	372.0	\$94,976
Legislative Archives, Presidential Materials, and Public Programs	<u>84.0</u>	<u>17,831</u>	<u>88.0</u>	<u>28,016</u>	<u>93.0</u>	<u>29,366</u>
Subtotal, LPM Services.....	425.0	\$114,670	444.0	\$118,657	465.0	\$124,342
2. Citizen Services:						
Office of Innovation	46.0	\$10,274	57.0	\$11,800	58.0	\$14,067
Research Services	588.0	109,674	736.0	118,797	759.0	123,330
Civil Rights (no-year)	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>100</u>	<u>0.0</u>	<u>100</u>
Subtotal, Citizen Services.....	634.0	\$119,948	793.0	\$130,697	817.0	\$137,497
3. Agency and Related Services:						
Agency Services	219.0	\$45,007	217.0	\$49,371	225.0	\$51,420
Electronic Records Archives	22.0	6,786	29.0	24,637	29.0	25,832
Federal Register	<u>67.0</u>	<u>13,491</u>	<u>63.0</u>	<u>13,349</u>	<u>63.0</u>	<u>13,665</u>
Subtotal, Agency and Related.....	308.0	\$65,284	309.0	\$87,357	317.0	\$90,917
4. Facility Operations:						
NARA Facility Operations	0.0	\$57,631	0.0	\$59,438	0.0	\$61,086
GPO space improvements (no-year)	<u>0.0</u>	<u>690</u>	<u>0.0</u>	<u>7,934</u>	<u>0.0</u>	<u>0</u>
Subtotal, Facility Operations.....	0.0	\$58,321	0.0	\$67,372	0.0	\$61,086
5. Electronic Records Initiative (no-year)	0.0	\$31,338	0.0	\$54,908	0.0	\$30,500
Total, Annual Appropriation.....	1,367.0	\$357,533	1,546.0	\$396,049	1,599.0	\$413,742
Total, No-year Appropriation.....	0.0	\$32,028	0.0	\$62,942	0.0	\$30,600

Legislative Archives, Presidential Libraries, and Museum Services
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
LPM Services	\$ 114,670	\$ 118,657	\$ 124,342

NARA's FY 2024 request for *Legislative Archives, Presidential Libraries, and Museum Services* includes:

- \$72,424 thousand for the Presidential Libraries system, including \$32,999 thousand for the operations and maintenance of facilities; and
- \$18,680 thousand for: nationwide education, outreach, and exhibits programs; the Center for Legislative Archives, which provides records management services for Congress; and the Presidential Materials Division, which provides records management guidance and courtesy storage for the incumbent administration and oversees special access and declassification at the Presidential Libraries.

An additional \$33,238 thousand is the allocated cost of management and administration, including information technology, human resources, procurement, and financial management.

LPM Services Strategic Direction

The *Legislative Archives, Presidential Libraries, and Museum (LPM) Services* organization maintains the exclusive repository for the official records of Congress and the Presidency; preserves an ever-growing and complex array of electronic records, media, and textual records; and provides trusted, timely reference to members of Congress, current and former Presidents, the Judiciary, academia, and the public. LPM Services preserves and provides access to historical materials for the White House and Congress, and researchers who make use of Presidential and Congressional records. LPM Services uses the larger holdings of the National Archives to promote understanding of the American experience for museum visitors, educators, and students across the nation.

Management challenges and opportunities for FY 2024 and future years:

- NARA has a significant backlog of unanswered Freedom of Information Act (FOIA) requests at Presidential Libraries covered by the Presidential Records Act (PRA). The PRA made Presidential records subject to disclosure through FOIA five years after the end of an administration, beginning with former President Reagan. NARA must review all Presidential papers page-by-page, to identify and redact national security and other restricted information, which is an extremely resource-intensive process. NARA has a FOIA backlog of an estimated 161 million pages at the George W. Bush Library in FY 2022. NARA is currently only able to process approximately 500,000 pages per year in response to FOIA requests for Presidential records.
- NARA is challenged to preserve electronic Presidential records. At the end of each Presidential administration, NARA accepts legal and physical custody of all Presidential records and must store and preserve those records in perpetuity. NARA receives Presidential records into the National Archives much earlier than Federal agency records; as a result, electronic Presidential records typically use modern file formats, a

wider range of formats, including social media, and have unique security concerns. NARA’s existing systems for preserving and providing access to electronic records from agencies are not easily adapted for Presidential records because of the newer formats and complex access restrictions and reviews for Presidential records.

LPM Services FY 2024 Budget Request

The FY 2024 budget request provides \$124,342 thousand for LPM Services, a net increase of \$5,685 thousand from the FY 2023 request level, including:

- +\$1,892 thousand net increase in personnel costs derived from pay adjustments for the FY 2024 pay raise and annualization of the FY 2023 pay raise;
- +\$449 thousand increase to support digitization in Presidential Libraries;
- +\$3,000 thousand increase in inflationary operations costs; and
- +\$344 thousand net change in allocated costs of management and administration, including information technology

Citizen Services

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Research Services	\$ 107,674	\$ 118,797	\$ 123,331
Office of Innovation	10,274	11,800	14,067
Total	\$ 117,948	\$ 130,597	\$ 137,398

NARA’s FY 2024 request for *Citizen Services* includes:

- \$78,453 thousand for the Research Services organization, for the preservation of permanently valuable Federal government records and for continued access to those records by the researcher community and the general public;
- \$8,948 thousand for the Office of Innovation, which leads NARA open government and digitization efforts, maintains NARA’s online National Archives Catalog and provides innovative tools to enhance collaboration and engagement with the public.

An additional \$49,996 thousand is the allocated cost of management and administration, including information technology, human resources, procurement, and financial management.

Research Services Strategic Direction

The *Research Services* organization provides public access to archival records for researchers and the public at fifteen locations across the country and through the online National Archives Catalog, at catalog.archives.gov. Research Services processes, describes, and preserves historical records, so that the public can research and discover the information housed in NARA's vast holdings. Research Services responds to public requests for records: in person at public research rooms; remotely by phone, fax, mail, and email; online at HistoryHub.history.gov, and through Freedom of Information Act (FOIA) requests. Research Services is responsible for appropriately managing and safeguarding NARA's archival records, including actions necessary to preserve records stored on fragile and obsolete media.

Management challenges and opportunities for FY 2024 and future years:

- NARA is approaching its maximum limits in archival storage capacity. NARA currently holds over 5.4 million cubic feet of archival Federal records, but anticipates that an additional 2.6 million cubic feet of permanently valuable, historical records will be transferred to Research Services over the next 15 years. Preserving records is essential to the successful accomplishment of NARA's mission.
- NARA stores permanently-valuable, archival records in a wide variety of formats. Special media records, such as photographs, audio, video, and motion picture films, are highly vulnerable to deterioration, and must be stored in specialized vaults where the temperature is kept at or below freezing. Archival special media records are also subject to format obsolescence. Many archival audio, video, and motion pictures were created in formats that no longer exist. In many cases, blank stock and playback equipment no longer exist to make copies of fragile and deteriorating records. NARA must digitize special media records before they deteriorate to the point where they can no longer be used.

Research Services FY 2024 Budget Request

The FY 2024 budget request provides \$123,331 thousand for Research Services, a net increase of +\$4,534 thousand from the FY 2023 request level, including:

- *+\$2,515 thousand net increase in personnel costs derived from pay adjustments for the FY 2024 pay raise and annualization of the FY 2023 pay raise;*
- *-\$890 thousand from non-recurring FY 2023 initiatives;*
- *+\$1,650 thousand increase for costs related to transitioning to a fully electronic government;*
- *+\$423 thousand increase to relocate permanent records; and*
- *+\$836 thousand net change in allocated costs of management and administration, including information technology.*

Office of Innovation Strategic Direction

The *Office of Innovation* leads NARA's open government efforts, and is responsible for digitizing records in traditional formats through in-house digitization labs and partnerships with private organizations that digitize NARA records at no cost to the Government. The Office of Innovation provides online public access to archival records through the National Archives

Catalog, and through relationships with external platforms, including Wikipedia and the Digital Public Library of America (DPLA). The Office of Innovation encourages public engagement in historical government records by leading crowdsourcing initiatives and developing innovative public programs.

Management challenges and opportunities for FY 2024 and future years:

- There is a large and growing public demand for online access to government information and records. In FY 2022, archives.gov and other NARA websites realized over 40 million visits. NARA has contributed over 17.5 million digital copies of NARA records to DPLA, a collaborative effort between archives, libraries, and museums to create an online library and capture America's living history. Building NARA's online presence and collaborating with other organizations has allowed NARA to expand public access to historical government records far beyond what could be done with NARA's tools and resources alone.
- NARA has digitized more than 209 million pages of archival records and made them available online, through the National Archives Catalog. But simply posting records on a public website does not make them easy to discover or use for research. Many records are inadequately described and responsive records are often buried in pages of online search results. Researchers need to be able to quickly identify records that contain relevant information.

Office of Innovation FY 2024 Budget Request

The FY 2024 budget request provides \$14,067 thousand for the Office of Innovation, a net increase of \$2,267 thousand from the FY 2023 request level, including:

- *+\$238 thousand net increase in personnel costs derived from pay adjustments for the FY 2024 pay raise and annualization of the FY 2023 pay raise;*
- *+\$250 thousand increase for costs related to transitioning to a fully electronic government;*
- *+\$1,035 thousand increase for the modernization of Archives.gov; and*
- *+\$744 thousand net change in allocated costs of management and administration, including information technology.*

Agency and Related Services
 (Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Agency Services	\$ 45,007	\$ 49,371	\$ 51,421
Electronic Records Archives	6,786	24,637	25,832
Federal Register	13,491	13,349	13,665
Total	\$ 65,284	\$ 87,357	\$ 90,918

NARA's FY 2024 request for *Agency and Related Services* includes:

- \$32,709 thousand for the Agency Services organization, including \$3,925 thousand for the Information Security Oversight Office, \$9,159 thousand for the National Declassification Center, and \$1,963 thousand for the Office of Government Information Services;
- \$25,832 thousand for the electronic records management activities of the Electronic Records Archives system; and
- \$8,693 thousand for the Office of the Federal Register.

An additional \$23,683 thousand is the allocated cost of management and administration, including information technology, human resources, procurement, and financial management.

Agency Services Strategic Direction

The *Agency Services* organization leads NARA efforts to meet the records management needs of Federal agencies and represents the public's interest in the accountability and transparency of government records. Agency Services is the authoritative source for records management policy and guidance, records appraisal, and records management services to assist other agencies in appropriately managing their records. Agency Services provides leadership and guidance in safeguarding classified national security information and controlled unclassified information, and in the appropriate declassification and public release of this information. Agency Services promotes transparency by resolving disputes between Federal agencies and requestors, and identifying methods to improve FOIA processes and compliance.

Management challenges and opportunities for FY 2024 and future years:

- Office of Management and Budget (OMB) and NARA Memorandum M-19-21, and M-23-07, requires all Federal agencies to manage all permanent electronic records electronically, and to manage temporary electronic records in an electronic format or transfer them to commercial records storage facilities by June 30, 2024. NARA must provide agencies with clear and effective guidance, training, and electronic tools to assist agencies in transitioning to fully electronic business processes and recordkeeping. NARA must also collaborate with the private sector to ensure that agencies can acquire affordable, compliant records management systems and services in a competitive market.

- NARA's National Declassification Center (NDC) is responsible for safeguarding and appropriately declassifying classified archival records. Tens of millions of pages require declassification processing annually, many of which require intensive declassification review. In addition, the NDC has a small but growing backlog of classified special media (photographs, audio and video recordings, and motion pictures). The NDC must develop new processes for the expedient review of more than 400 million pages of classified textual and other analog records, as well as large volumes of classified electronic and special media records.

Agency Services FY 2024 Budget Request

The FY 2024 budget request provides \$51,421 thousand for Agency Services, a net increase of +\$2,050 thousand from the FY 2023 request level, including:

- *+\$1,091 thousand net increase in personnel costs derived from pay adjustments for the FY 2024 pay raise and annualization of the FY 2023 pay raise;*
- *+\$551 thousand increase for costs related to transitioning to a fully electronic government; and*
- *+\$408 thousand net change in allocated costs of management and administration, including information technology.*

Information Services Strategic Direction

The *Electronic Records Archives (ERA)* system is a repository for electronic Presidential, Congressional, and Federal agency records that stores files in multiple formats for future access. ERA is NARA's primary system for storing and preserving electronic records. ERA is managed by the Information Services organization, in collaboration with Agency Services, Research Services, the Center for Legislative Archives, and the Presidential Libraries.

The *Information Services* organization supports NARA programs and activities through the application of information technology and sound information management practices. Information Services provides tools and technologies that support preservation of and access to electronic Federal government records in NARA's custody.

Management challenges and opportunities for FY 2024 and future years:

- Maintaining effective IT Security remains a challenge for all Federal agencies, including NARA. NARA has completed actions leading to improvements in NARA's IT Security posture. This includes deploying Continuous Diagnostics and Mitigation Tools and establishing an Endpoint Detection and Response capability. NARA must continue to implement requirements and meet the milestones of Executive Order 14028, Improving the Nation's Cybersecurity and implement NARA's Zero Trust Architecture.
- Federal government data sets are growing in size and complexity, and the transfer of this data is an emerging threat to records management and archiving. Today, large data transfers require physical movement and transfer of storage devices. The future state for effective data management across the government is to manage data in place, instead of moving it. Cloud storage offers the opportunity to transfer custody and control of Federal

government records and the associated metadata without physically moving them. NARA must ensure the continued development and evolution of its Enterprise Multi-Cloud Strategy.

Electronic Records Archives FY 2024 Budget Request

The FY 2024 budget request provides \$25,832 thousand for the ERA system, a net increase of +\$1,195 thousand from the FY 2023 request level, including:

- *+\$195 thousand net increase in personnel costs derived from pay adjustments for the FY 2024 pay raise and annualization of the FY 2023 pay raise; and*
- *+\$1,000 thousand increase for inflationary costs.*

Funds requested for ERA in FY 2024 will be used to provide for maintenance of hardware and software, and provide for a small staff and contractor support for networking, maintenance, IT Security, backup and recovery, and help desk functions for ERA. Upon completion, the ERA 2.0 project will leverage NARA's cloud services for greater scalability, in terms of storage and computer processing, to increase NARA's ability to preserve and provide access to greater amounts of digital materials.

Federal Register Strategic Direction

The *Office of the Federal Register* supports transparency and accountability in Government by providing the public with the opportunity to review and comment on proposed rules and regulations of all Federal agencies, as well as publishing final rules, notices of Federal agencies and organizations, Executive Orders and other Presidential documents, and the public laws of the United States. The Office of the Federal Register also performs ministerial duties associated with the functions of the Electoral College and ratification of Constitutional Amendments. The Office of the Federal Register is committed to leveraging innovative information technology to modernize the Federal Register system, which will make government more transparent, promote civic literacy and public engagement, and improve government efficiency and effectiveness.

Management challenges and opportunities for FY 2024 and future years:

- The Office of the Federal Register is a statutory partner with the Government Publishing Office (GPO), and relies heavily on their on-line content management system, the Federal Digital System (FDsys). FDsys offers new opportunities to develop "web-first" publications that are designed to be posted directly to the Internet and printed only when required by a customer.
- NARA relies on GPO to provide both work processes and IT infrastructure for production of the daily Federal Register, Code of Federal Regulations, and other print and on-line publications of the Office of the Federal Register. GPO provides all of the composition activities, rendering, publishing, printing, and electronic hosting for Federal Register publications, worth approximately \$30 million per year. GPO is reimbursed by other agencies, which pay GPO for publication services through the GPO revolving fund.

Federal Register FY 2024 Budget Request

The FY 2024 budget request provides \$13,665 thousand for the Office of the Federal Register, a net increase of +\$316 thousand from the FY 2023 request level, including:

- +\$293 thousand net increase in personnel costs derived from pay adjustments for the FY 2024 pay raise and annualization of the FY 2023 pay raise; and
- +\$23 thousand net change in allocated costs of management and administration, including information technology.

Facility Operations

(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Facility Operations	\$ 57,631	\$ 59,438	\$ 61,086

NARA’s FY 2024 request for *Facility Operations* includes:

- \$61,086 thousand for rent, utilities, and other costs of operations and maintenance at three NARA-owned Federal buildings and 28 leased facilities.

This budget activity does not include the costs of operating and maintaining Presidential Library facilities, which are reported in the Legislative Archives, Presidential Libraries, and Museum Services activity.

Business Support Services Strategic Direction

Facility Operations provides the physical infrastructure necessary to preserve NARA’s holdings for future generations. Archived documents and artifacts must be maintained in a controlled environment with carefully regulated temperature, humidity, and air quality. Facility Operations provides safe and sustainable facilities to store and protect permanently valuable NARA holdings and provide workspace for NARA employees. NARA facilities are managed by the Business Support Services organization.

The *Business Support Services* organization supports the NARA mission by providing efficient and effective centralized administrative services, including project management, physical security, and facility and property management.

Management challenges and opportunities for FY 2024 and future years:

- NARA’s archival holdings grow every year, and require continual expansion of records storage space, even as the Federal government is seeking to reduce and consolidate real property assets. NARA has gained over 258,000 cubic feet of newly-accessioned archival records over the past five years. NARA expects to receive an additional 2.6 million cubic feet of new archival records over the next 15 years.

- High-profile records thefts highlight the importance of a robust holdings protection program. NARA has improved employee training in holdings protection, instituted exit screenings to mitigate the risk of loss from internal sources, and is collaborating with partner institutions to share best practices in holdings protection. NARA must make additional investments in its physical infrastructure, including replacing aging closed circuit television (CCTV) monitoring systems and physical access control systems (PACS), in order to improve the safety and security of NARA records and occupants of NARA facilities.

Facility Operations FY 2024 Budget Request

The FY 2024 budget request provides \$61,086 thousand for Facility Operations, a net increase of +\$1,648 thousand from the FY 2023 request level, including the following:

- +\$1,648 thousand increase for inflationary adjustments at NARA facilities.

Electronic Records Initiative
 (Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Electronic Records Initiative	\$ 31,338	\$ 30,000	\$ 30,000

NARA’s FY 2024 request for *Electronic Records Initiative* includes:

- \$30,000 thousand to create a reliable, secure, and consistent IT infrastructure supportive of a transparent, inclusive, and fully digital government as outlined in NARA’s FY 2022-2026 Strategic Plan.

Electronic Records Initiative Strategic Direction

Electronic Records Initiative supports the acceleration of the processing, mass digitization and release of large volumes of high-value digital government information and at-risk special media (audio, video, and motion picture records). This initiative supports NARA’s efforts to end the acceptance of paper records by June 30, 2024 and move business processes and recordkeeping to a fully electronic environment.

This initiative supports the renovation of space in the National Archives at College Park, MD to provide appropriate space for large-scale digitization of archival paper textual records and a modern lab for digitizing special media records. Construction on the mass digitization space will be completed in June 2023. Once complete, this space will allow NARA to digitize 8-12 million pages of paper textual records per year. Construction on the modern lab and storage space is planned to begin after completion of the digitization space.

This initiative also provides for the equipment necessary to prepare and digitize large volumes of analog records, assign metadata to digitized records, and safely transfer digital images to Cloud storage and online public access.

Funds requested for Electronic Records Initiative in FY 2024 will provide for the systematic digitization of records collections describing the history, rights, and struggles of underrepresented and underserved communities in the U.S. Funding requested in FY 2024 would continue the digitization of one of NARA's most prominent collections of U.S. Government records associated with Native American tribes. Costs include improvements to IT infrastructure, network modernization, cloud storage, digitization and describing of records for online public access, equipment, and maintenance.

Electronic Records Initiative FY 2024 Budget Request

The FY 2024 budget request maintains the funding level enacted in FY 2023 to fund the Electronic Records Initiative.

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National Archives and Records Administration

OFFICE OF INSPECTOR GENERAL

Fiscal Year 2024 Budget Request

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Appropriation Language

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Reform Act of 2008, Public Law 110–409, 122 Stat. 4302–16 (2008), and the Inspector General Act of 1978 (5 U.S.C. App.), and for the hire of passenger motor vehicles, **\$6,400,000.**

Program Description

The Office of Inspector General (OIG) provides independent audits, investigations, and other services; and serves as an independent, internal advocate to promote economy, efficiency, and effectiveness at NARA. The Inspector General Act of 1978, as amended, established the OIG's independent role and general responsibilities. The OIG investigates misconduct, evaluates NARA's performance, makes recommendations for improvements, and follows up to ensure economical, efficient, and effective operations and compliance with laws, policies, and regulations.

Explanation of Changes
(Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2023 Enacted level.....	24.0	\$ 5,980
FY 2024 Appropriation request.....	<u>24.0</u>	<u>6,400</u>
Net Change.....	0.0	\$ 420

	<u>FTE</u>	<u>Budget Authority</u>
Pay Adjustments		\$ 685
Program Efficiency Savings	—	<u>-265</u>
Net Change	0.0	\$ 420

Summary of the Request

The FY 2024 budget requests \$6,400 thousand and 24 FTE for the Office of Inspector General (OIG), which is an increase of \$420 thousand from the FY 2023 enacted level. With the additional resources in the FY 2024 request, the OIG will provide \$685 thousand for the FY 2024 pay raise (5.2 percent) and the annualization of the FY 2023 pay raise (4.6 percent). This increase is offset by program efficiency savings.

The OIG request includes \$800 thousand to support oversight work examining the National Personnel Records Center (NPRC) and the Electronic Records Archive (ERA) program. Auditors will provide diverse viewpoints and expertise to support NARAs response efforts to reduce the backlog of veterans’ requests and better serve those who served our nation. The ERA program represents NARA’s future. The current form, ERA 2.0, will be tested by the influx of electronic records from implementing OMB/NARA Memo M-19-21, and M-23-07, mandating agencies manage all permanent records in an electronic format with appropriate metadata by June 30, 2024. As this process ramps up it is critical for the OIG to expand capabilities and have auditors assigned to this rapidly growing area to harness data and technology.

Funding for this appropriation provides for the salary and benefits of OIG staff and for necessary travel, training, contractual services, equipment, and supplies to support the OIG mission. The OIG request includes \$40 thousand for training in FY 2024, to support the continuing professional development of OIG staff. The Government Accountability Office (GAO) states that all auditors should receive at least 80 hours of training every two years. Auditors require training in areas such as: contract and grant auditing; performance management; fraud auditing, information technology (IT) security, project management, and network and applications management. Special agents are required to receive periodic refresher training in trial process; Federal criminal and civil legal updates; interviewing techniques and policy; law of arrest,

search, and seizure; firearms use; physical conditioning; and defensive tactics. Management, legal, and administrative staff also require periodic training to remain proficient and effective at their jobs.

NARA's OIG supports the Interagency Council of Inspectors General on Integrity and Efficiency (CIGIE). NARA expects to contribute approximately \$24,000 in FY 2024.

Strategic Direction

The OIG is charged to promote economy, efficiency, and effectiveness agency-wide, while preventing and detecting fraud, waste, abuse, and mismanagement. They accomplish this through high-quality, objective audits, investigations, and other products. The OIG evaluates NARA's performance, makes recommendations for improvement, and follows up to ensure economical, efficient, and effective operations and compliance with current laws, policies, and regulations. Through this, the OIG works to ensure NARA safeguards and preserves Federal government records while providing the American people with access to the essential documentation of their rights and the actions of their government.

OIG activities cover all aspects of NARA operations at 44 facilities nationwide holding billions of historic records, hundreds of thousands of artifacts, and hundreds of terabytes of electronic records. This ever growing repository includes classified and highly sensitive records, military and civilian personnel records, Presidential records, and Presidential gifts. The OIG must audit increasingly complicated information technology systems, financial actions, and all of the programs and operations of the agency. OIG investigations encompass an incredible range of criminal activity including theft of our Nation's historical holdings, procurement fraud, espionage and unauthorized release of classified information, loss of personally identifiable information (PII), compromise of NARA IT systems, ethics violations, and other inappropriate conduct.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Discretionary authority:			
Annual appropriation.....	\$ 4,968	\$ 5,980	\$ 6,400
Unobligated balance, expiring.....	-\$ 158	\$ 0	\$ 0
Total obligations.....	\$ 4,810	\$ 5,980	\$ 6,400
<i>Net outlays</i>	<i>\$ 4,313</i>	<i>\$ 6,041</i>	<i>\$ 6,355</i>

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
11.1 Full-time, permanent.....	\$ 2,768	\$ 3,399	\$ 3,920
11.5 Other personnel compensation.....	139	202	238
12.1 Civilian personnel benefits.....	1,171	1,314	1,442
21.0 Travel and transportation of persons.....	30	50	50
25.1 Advisory and assistance services.....	530	650	640
25.2 Other services from non-Federal sources.....	0	20	20
25.3 Other goods & services from Fed. sources.....	27	250	45
25.4 Operation and maintenance of facilities.....	33	0	0
25.5 Research and development contracts.....	0	0	0
25.7 Operation and maintenance of equipment.....	9	15	15
26.0 Supplies and materials.....	97	60	10
31.0 Equipment.....	6	20	20
99.0 Total obligations.....	\$ 4,810	\$ 5,980	\$ 6,400
<i>Subtotal, PC&B.....</i>	<i>4,078</i>	<i>4,915</i>	<i>5,600</i>
<i>Subtotal, non-labor.....</i>	<i>732</i>	<i>1,065</i>	<i>800</i>
Full-Time Equivalents (FTE).....	19.0	24.0	24.0

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National Archives and Records Administration

REPAIRS AND RESTORATION

Fiscal Year 2024 Budget Request and

Capital Improvements Plan

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Appropriation Language

For the repair, alteration, and improvement of archives facilities, and to provide adequate storage for holdings, **\$8,000,000**, to remain available until expended.

Program Description

This appropriation provides for the repair, alteration, and improvement of National Archives facilities and Presidential Libraries nationwide. Funding provided allows NARA to maintain a safe environment for public visitors and researchers, NARA employees, and the permanently valuable Federal government records stored in NARA buildings.

Explanation of Changes

(Dollars in Thousands)

	<u>Budget Authority</u>
FY 2023 Enacted level.....	\$ 22,224
FY 2024 Appropriation request	<u>8,000</u>
Net Change.....	-\$ 14,224

Program Decreases:

Non-recur Congressionally directed spending	-\$ 13,250
Reductions to the FY 2023 enacted level	<u>-974</u>
Net Change.....	-\$ 14,224

Summary of the Request

The FY 2024 budget requests \$8,000 thousand for Repairs and Restoration of NARA-owned Federal buildings, which is a net decrease of -\$14,224 thousand from the FY 2023 enacted level.

The FY 2024 budget request provides for repairs and alterations to the 18 Federal buildings that NARA owns, operates, and maintains: the National Archives buildings in Washington, DC, College Park, MD, and Atlanta, GA, and 15 Presidential Libraries and Museums across the United States.

NARA has two buildings listed on the National Register of Historic Places: the National Archives in Washington, DC, first occupied in 1935, and the Franklin D. Roosevelt Library in Hyde Park, NY, which was dedicated in 1941. All NARA buildings store and protect historically valuable and irreplaceable documents. Over 3 million Americans visit NARA facilities each year to conduct research, attend conferences, view exhibits, and participate in educational programs.

Repairs and Restoration funding provides for building repair projects of \$1,500 thousand or less, that are necessary to maintain building systems to meet archival storage requirements, keep interiors and exteriors in a proper state of repair, and provide facilities that are safe and efficient environments for employees, researchers, and visitors. Projects are prioritized for funding based on annual assessments and risk management performed by NARA facility managers, which focus on protection of archival documents and artifacts, health and safety of building occupants, and cost effectiveness.

250th Anniversary of the Declaration of Independence and the Nation's Founding

Planning and preparation for commemorating the 250th Anniversary of the Declaration of Independence and the Nation's founding will continue in FY 2024. As home to the original Declaration of Independence, as well as the official records to the First and Second Continental Congress, the National Archives will serve as a focal point for celebrating the 250th anniversary. Funds provided will be used to renovate the National Archives Museum in Washington, DC, upgrade the public theater, and provide for a more secure entrance to the facility for public visitors. This public-private partnership will be funded by Congressional appropriations and private donations to the National Archives Foundation. The non-profit National Archives Foundation has already initiated exhibit and facility design using private funds. NARA will use funds appropriated in FY 2022 to provide for renovation and construction in the National Archives building in Washington, DC, necessary to support the museum redesign.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Unobligated balance carried forward.....	\$ 4,931	\$ 5,544	\$ 2,700
Unobligated balance, no-year (250th Anniversary).....	\$ 0	\$ 30,000	\$ 7,000
Unobligated balance, no-year (Truman Institute).....	\$ 0	\$ 11,500	\$ 9,500
Unobligated balance, no-year (Grant Library).....	\$ 0	\$ 20,000	\$ 23,000
Unobligated balance, no-year (Carter Library).....	\$ 0	\$ 0	\$ 6,250
Recoveries of prior-year obligations.....	\$ 50	\$ 100	\$ 100
New discretionary authority:			
No-year appropriation (R&R).....	9,500	8,974	8,000
No-year appropriation (250th Anniversary).....	30,000	0	0
No-year appropriation (Truman Institute).....	11,500	0	0
No-year appropriation (Grant Library).....	20,000	6,000	0
No-year appropriation (Carter Library).....	0	7,250	0
New Discretionary authority.....	\$ 71,000	\$ 22,224	\$ 8,000
Unobligated balance, available in future years.....	-\$ 67,044	-\$ 48,450	-\$ 1,400
Obligations, no-year (R&R).....	8,937	11,918	9,400
Obligations, no-year appropriation (250th Anniversary)	0	23,000	7,000
Obligations, no-year appropriation (Truman Institute)..	0	2,000	9,500
Obligations, no-year appropriation (Grant Library).....	0	3,000	23,000
Obligations, no-year appropriation (Carter Library).....	0	1,000	6,250
Total obligations.....	\$ 8,937	\$ 40,918	\$ 55,150
<i>Net outlays</i>	<i>\$ 9,773</i>	<i>\$ 38,351</i>	<i>\$ 61,870</i>

National Archives and Records Administration
Repairs and Restoration

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
25.1 Advisory and assistance services.....	\$ 113	\$ 0	\$ 0
25.2 Other services.....	15	0	0
25.4 Operation and maintenance of facilities.....	736	0	0
25.7 Operation and maintenance of equipment.....	14	0	0
26.0 Supplies and materials.....	3	0	0
32.0 Land and structures.....	8,056	35,918	22,650
41.0 Grants, subsidies, and contributions.....	<u>0</u>	<u>5,000</u>	<u>32,500</u>
99.0 Total obligations.....	\$ 8,937	\$ 40,918	\$ 55,150

FY 2024 Capital Improvements Plan

The NARA Capital Improvement Plan (CIP) is a ten-year plan for capital projects to purchase, construct, or repair Federal buildings in NARA's custody and control. Including a project on the NARA CIP is not a commitment to funding and accomplishing the project.

The NARA CIP is reviewed and updated on an annual basis through a structured process. The updated CIP reflects the most recent Building Condition Report (BCR) for each NARA-owned facility, as well as input from facility managers. Projects estimated to cost in excess of \$1,500 thousand are generally identified as major projects, included in the CIP, and requested as separate line items in the annual NARA budget request for the Repairs and Restoration appropriation. Projects costing \$1,500 thousand or less are prioritized and funded within base funding levels for Repairs and Restoration.

NARA will continue to target annual expenditures based on the evaluation of risk.

Building Projects

Ronald Reagan Presidential Library and Museum in Simi Valley, CA. – The Reagan Library was originally constructed in 1991 and expanded in FY 2003 with the construction of the Presidential Learning Center. Many systems within the original construction reached the end of their 25-year service life in FY 2014 and require a major renovation. A large roof replacement and security upgrade were completed in FY 2015 and FY 2016. In FY 2020, NARA completed a major re-paving project, inclusive of Americans with Disabilities Act (ADA) compliance corrections. In FY 2021, additional roof repairs were completed. Design for the replacement of HVAC systems was completed in FY 2021, with construction anticipated to begin in FY 2023.

Jimmy Carter Presidential Library and Museum in Atlanta, GA. –The Carter Library has undergone several repair projects. In FY 2019, NARA repaired the main entrance to address ADA compliance deficiencies. In FY 2020, NARA completed the replacement of the boiler system. A design study began in FY 2021 for renovation of public and staff restrooms and will be completed in FY 2023.

John F. Kennedy Presidential Library and Museum in Boston, MA. –The Kennedy Library sits on the waterfront of Boston Harbor. Recent repairs have focused on addressing deterioration of the seawall and walkway surrounding the facility. In FY 2022, NARA completed a facility level Climate Adaptation Assessment for the Library to identify the mitigations necessary to protect the facility from the impacts of climate change. Significant roofing repairs were initiated in FY 2022. Major repairs to the seawall are planned for FY 2023.

Lyndon Baines Johnson Presidential Library and Museum in Austin, TX. –The Johnson Library has not undergone a major renovation since its dedication in May 1971. In FY 2020, NARA completed a two-year roof replacement project for the Library, along with repairs to the drainage system. In FY 2021, a design study was initiated to recommission the HVAC system. In FY 2022, repairs and upgrades to the fire sprinkler system were initiated. Future work will include a replacement and upgrade of the building controls systems, replacement of joint

sealant in exterior stone, and repairs and upgrades to the buildings electrical distribution system.

National Archives at College Park, MD. –The roof is approaching the end of its anticipated life, and several areas require replacement. The original roof on the building was installed in 1992, during building construction. Most roofing systems have an anticipated service life of 15 to 20 years. NARA replaced several sections of roof between FY 2010 and FY 2017 with additional roof replacements planned for FY 2023 and FY 2024.

In FY 2021, the Building Automation System was replaced. The Building Condition Report, completed in FY 2022, shows an increasing requirement to replace building systems as they approach the end of service life after 30 years in operation. Most major building systems in the College Park facility have been well maintained, however, they are required to maintain archival storage standards 24 hours a day, 365 days a year. Most major mechanical equipment has an anticipated service life of between 20 to 30 years of normal use. NARA completed the refurbishment of two elevators in FY 2020. Over the next several years, an additional 25 elevators will be refurbished.

Herbert Hoover Presidential Library and Museum in West Branch, IA. –The Hoover Library and Museum is planning to begin renovating its museum exhibit spaces in FY 2023. During renovations, additional building deficiencies will be assessed. This includes the replacement of HVAC and electrical systems and components.

Harry S. Truman Presidential Library and Museum in Independence, MO. –The Truman Library requires a complete HVAC renovation to bring the entire building into compliance with the current Architectural Design Standards for Presidential Libraries. In FY 2019, design work began to replace three aging air handler units. In FY 2021, NARA replaced the museum air handling unit. Renovations to the auditorium and meeting rooms were also completed in FY 2021. NARA will update the Building Condition Report, once current renovations and upgrades are complete, to determine future repairs.

National Archives in Washington, DC. –This National Register historic property is currently under consideration for Landmark status. In FY 2022, NARA funded a study to examine critical HVAC systems serving the Rotunda for the Charters of Freedom, which houses the Declaration of Independence, Constitution of the United States, and the Bill of Rights. Significant upgrades to the exhibit and public program areas are anticipated in the coming years, leading to the 250th anniversary of the Declaration of Independence. To support the museum redesign, an exhibit and facility study is underway for the learning center, exhibition areas, improvements to the McGowan Theater, and the closed-circuit television system. Upgrades to the fire alarm systems, repairs to the moat roofing systems, and minor exterior repairs also began in FY 2022.

Dwight D. Eisenhower Presidential Library and Museum in Abilene, KS. —The Eisenhower Library complex needs significant renovation to bring it up to the current Architectural Design Standards for Presidential Libraries. NARA’s most recent Building Condition Report on the Eisenhower Library complex found that the buildings are well constructed and maintained, but

some buildings have yet to receive a major renovation (only partial renovations) since the Library opened in the mid-1960s. NARA has incrementally replaced building systems that were in the most urgent need of replacement. In FY 2021 NARA completed the replacement of the Building Automation System and initiated repairs on the Electrical Distribution System. In FY 2022, NARA initiated repairs to the Eisenhower Boyhood Home.

Gerald R. Ford Presidential Library in Ann Arbor, MI. –The Ford Library requires many repairs, several needing immediate attention. Repairs to electrical and HVAC systems are ongoing. In FY 2018 NARA completed a much-needed chiller replacement project and completed a design project in FY 2019 to replace aging air handler units and electrical motor control equipment. The replacement of an Air Handling Unit was completed in FY 2021 together with lighting upgrades and HVAC improvements to the server room. Access improvements to meet ADA requirements are expected to be completed in FY 2023, including paving repairs and lighting improvements.

William J. Clinton Presidential Library and Museum in Little Rock, AR. –The Clinton Library will be twenty years old in FY 2023, and renovation work for the building structure and systems is anticipated. In FY 2020, NARA began a boiler replacement project and expects to complete this project in FY 2023. Repairs to the exterior limestone began in FY 2022. An updated Building Condition Report was initiated for the Clinton Library in FY 2022, which will guide future renovation work as systems reach the end of their life expectancy.

George Bush Presidential Library and Museum in College Station, TX. –The George H. W. Bush Library is twenty years old and currently in relatively good condition. In FY 2018, the roof was replaced to stop water leaks and dehumidifiers were installed in the archival storage space. In FY 2021, NARA completed the repair of truck and vehicle barriers, and in FY 2022 began repairs to exterior stone joints.

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National Archives and Records Administration
NATIONAL HISTORICAL PUBLICATIONS
AND RECORDS COMMISSION GRANTS PROGRAM

Fiscal Year 2024 Budget Request

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Appropriation Language

For necessary expenses for allocations and grants for historical publications and records as authorized by 44 U.S.C. 2504, **\$10,000,000**, to remain available until expended.

Program Description

The National Historical Publications and Records Commission (NHPRC) grants program provides for grants to preserve and publish non-Federal records that document American history.

Explanation of Changes
(Dollars in Thousands)

	Budget Authority
FY 2023 Enacted level.....	\$ 34,573
FY 2024 Appropriation request.....	<u>10,000</u>
Net Change.....	-\$ 24,573

Program Decreases:

Non-recur Congressionally directed spending	-\$ 22,573
Non-recur funding to preserve records of former Members of Congress	<u>-2,000</u>
Net Change	-\$ 24,573

Summary of the Request

The FY 2024 budget requests \$10,000 thousand to support the mission and projects of the National Historical Publications and Records Commission (NHPRC), a net decrease of -\$24,573 thousand from the FY 2023 enacted level. Funds requested provide for grants to State, local, and tribal governments, educational institutions, and private, non-profit archives and records repositories. An additional \$1,771 thousand in the NARA Operating Expenses appropriation provides for the salaries and expenses of administering the NHPRC grants program.

The NHPRC awards competitive, matching grants to support cataloging, preservation, and public access to documentary sources that are significant to the history of the United States. NHPRC grants maximize the value of Federal funds by requiring grantees to match at least an equal amount of funds from non-Federal sources. In addition, grantees are required to analyze and share the results of their Federally-assisted work with the public and within professional circles, thereby expanding the impact of each project outcome.

Strategic Direction

The NHPRC awards grants that encourage the collection, preservation, and publication of documents that are important for an understanding and appreciation of the history of the United States, as well as the papers of historically important citizens of the United States. The NHPRC is uniquely positioned to promote advances in public participation in government at all levels, and modernizing the management of non-Federal governmental records.

Historically Black Colleges and Universities (HBCU) Grants Program

Funds requested in the FY 2024 budget would provide \$3,000 thousand for a grants program to preserve and digitize the records of the creation of Historically Black Colleges and Universities (HBCU). This program would provide grants to HBCUs to preserve and provide public access to critical documents associated with their history while at the same time promoting new scholarship into the history of HBCUs.

HBCUs are a uniquely American institution and their history tracks closely with the history of our Country. Following Emancipation, many African-Americans founded their own colleges and universities to educate African-American students. From Reconstruction through Segregation and even today, HBCUs have consistently offered one of the only paths to a college degree for low-income, first generation college students. The history of HBCUs documents the entrepreneurship, commitment to success through education, and endurance through prejudice and oppression of African-Americans and other minority scholars in America.

This NHPRC HBCU grants program ensures equitable access to records documenting the founding and history of HBCUs, supports archival staff at the institutions who receive grants, and reaffirms NARA's commitment to protect and preserve critical records. This grants program will support new scholarship into an often-overlooked area of U.S. history, and provide jobs at HBCUs across the country.

National Archives and Records Administration
National Historical Publications and Records Commission Grants Program

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
Unobligated balance carried forward.....	\$ 1,354	\$ 786	\$ 0
Recoveries of prior-year obligations.....	\$ 503	\$ 300	\$ 300
New discretionary authority:			
No-year appropriation	\$ 7,000	\$ 12,000	\$ 10,000
Annual appropriation	\$ 5,265	\$ 22,573	\$ 0
Unobligated balance, available in future years.....	-\$ 786	\$ 0	\$ 0
Unobligated balance, expiring.....	-\$ 63	\$ 0	\$ 0
Total obligations	\$ 13,273	\$ 35,659	\$ 10,300
<i>Net outlays</i>	<i>\$ 5,970</i>	<i>\$ 17,172</i>	<i>\$ 27,159</i>

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Enacted	FY 2024 Request
41.0 Grants, subsidies, and contributions.....	\$ 13,273	\$ 35,659	\$ 10,300
99.0 Total obligations	\$ 13,273	\$ 35,659	\$ 10,300

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National Archives and Records Administration

SPECIAL FUNDS

Fiscal Year 2024 Budget Request

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Records Centers Revolving Fund

Authorizing Language

Authorization of the Records Center Revolving Fund is codified as 44 U.S.C. § 2901 *note*. This provision authorizes the National Archives and Records Administration (NARA) to operate a full cost recovery revolving fund to provide for the expenses of storage and related services for temporary and pre-archival Federal government records at NARA Records Centers. Operations of NARA Records Centers are financed by user charges collected from other Federal agencies for storage and related services. Once collected, funds are available for obligation without fiscal year limitation.

Program Description

This full cost recovery revolving fund provides for the storage and related services that NARA Records Centers provide to Federal agency customers. NARA Federal Records Centers provide low-cost, high-quality storage and related services, including: transfer, reference, re-file, and disposal services for temporary and pre-archival Federal Government records.

Explanation of Changes

(Dollars in Thousands)

	<u>FTE</u>	<u>Obligations</u>
FY 2023 Current.....	1,298.0	\$ 231,152
FY 2024 Budget.....	<u>1,298.0</u>	<u>\$ 231,000</u>
Net Change.....	0.0	-\$ 152

The FY 2024 budget includes an estimated \$231,000 thousand in obligations for the Records Centers Revolving Fund, a net decrease of -\$152 thousand from FY 2023 estimated obligations of \$231,152 thousand. This full cost-recovery revolving fund provides for the operations of the NARA Federal Records Centers Program (FRCP). The FRCP stores over 27 million cubic feet of Federal government records on a temporary basis, on behalf of other Federal agencies. The FRCP is financed by payments from customer Federal agencies for services rendered.

The FRCP stores temporary records that must be retained for a period of years before disposal, as well as permanently valuable records that are not ready to be transferred to NARA’s legal custody. The FRCP provides a variety of related services, including: loan or return of records to the agency of origin; authentication of reproductions of official records; and provision of information from records. The FRCP manages records disposition schedules for customer Federal agencies, by disposing of records that no longer have current or historical value at the end of their retention period, and transferring records with permanent historical value into archival custody at the appropriate time. The FRCP also provides technical assistance and advice on records maintenance, storage, and disposition.

National Archives and Records Administration
Records Centers Revolving Fund

Income/Cost Comparison
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
Revenue.....	\$ 212,905	\$ 232,100	\$ 237,100
Expenses.....	204,279	231,600	236,700
Net Operating Result.....	\$ 8,626	\$ 500	\$ 400

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
Unobligated balance carried forward.....	\$ 37,112	\$ 60,595	\$ 67,785
Unobligated balance carried forward, multi-year (FRCP).....	\$ 17,154	\$ 0	\$ 0
Unobligated balance transfer from other accounts.....	\$ 5,591	\$ 3,542	\$ 0
Recoveries of prior-year obligations.....	\$ 1,974	\$ 2,700	\$ 3,500
Recoveries of prior-year obligations, multi-year (FRCP).....	\$ 43	\$ 0	\$ 0
New discretionary authority:			
Collections from other Federal agencies.....	\$ 209,387	\$ 232,100	\$ 237,100
Change in unfilled customer orders.....	\$ 3,101	\$ 0	\$ 0
New Discretionary authority.....	\$ 212,488	\$ 232,100	\$ 237,100
Unobligated balance, available in future years.....	-\$ 60,595	-\$ 67,785	-\$ 77,385
Total obligations.....	\$ 196,570	\$ 231,152	\$ 231,000
Obligations, multi-year (FRCP) ¹	\$ 16,965	\$ 0	\$ 0
<i>Net outlays</i>	<i>-\$ 2,124</i>	<i>\$ 0</i>	<i>\$ 0</i>

1/ In FY 2021, the COVID Relief and Response Act provided \$50,000 thousand in emergency appropriations for the Records Center Revolving Fund.

National Archives and Records Administration
Records Centers Revolving Fund

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
11.1 Full-time, permanent.....	\$ 65,610	\$ 74,638	\$ 79,413
11.3 Other than full-time permanent.....	115	768	816
11.5 Other personnel compensation.....	6,190	3,386	3,612
11.8 Special personal services payments.....	46	45	47
12.1 Civilian personnel benefits.....	27,925	28,505	30,452
13.0 Benefits for former personnel.....	10	84	89
21.0 Travel and transportation of persons.....	13	425	425
22.0 Transportation of things.....	3,463	7,552	4,098
23.1 Rental payments to GSA.....	42,404	51,628	52,850
23.2 Rental payments to others.....	11,816	12,025	12,450
23.3 Communications, utilities, and misc. charges.....	5,059	5,070	5,523
24.0 Printing and reproduction.....	99	100	100
25.1 Advisory and assistance services.....	2,141	4,437	4,559
25.2 Other services from non-Federal sources.....	7,003	11,752	8,280
25.3 Other goods & services from Federal sources.....	10,384	14,425	11,778
25.4 Operation and maintenance of facilities.....	292	425	540
25.7 Operation and maintenance of equipment.....	11,391	11,283	11,048
26.0 Supplies and materials.....	879	1,387	1,270
31.0 Equipment.....	1,334	3,217	3,650
32.0 Land and structures.....	393	0	0
42.0 Insurance claims and indemnities.....	3	0	0
99.0 Obligations, new discretionary authority.....	\$ 196,570	\$ 231,152	\$ 231,000
<i>Subtotal, PC&B.....</i>	<i>99,896</i>	<i>107,426</i>	<i>114,429</i>
<i>Subtotal, non-labor.....</i>	<i>96,674</i>	<i>123,726</i>	<i>116,571</i>
99.0 Obligations, multi-year appropriation (FRCP).....	16,965	0	0
99.0 Total obligations.....	\$ 213,535	\$ 231,152	\$ 231,000
Full-Time Equivalents (FTE).....	1,227.0	1,298.0	1,298.0

Note: This schedule includes obligations from appropriated funds provided by Public Law 116-260.

National Archives Gift Fund

Authorizing Language

The National Archives Trust Fund Board, chaired by the Archivist of the United States, is authorized by 44 U.S.C. § 2305 to solicit and accept gifts or bequests of money, securities, or other personal property, for the benefit of or in connection with the archival and records activities administered by the National Archives and Records Administration.

Program Description

The National Archives Trust Fund Board may accept conditional and unconditional gifts or bequests of money, securities, or other personal property for the benefit of NARA activities. NARA receives endowments from private foundations to offset a portion of the operating costs of Presidential Libraries.

Explanation of Changes
(Dollars in Thousands)

	<u>Obligations</u>
FY 2023 Current.....	\$ 6,410
FY 2024 Budget.....	<u>6,400</u>
Net Change.....	-\$ 10

The FY 2024 budget includes an estimated \$6,400 thousand in obligations for the National Archives Gift Fund, a decrease of -\$10 thousand from FY 2023 estimated obligations of \$6,410 thousand.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
Unobligated balance carried forward.....	\$ 5,844	\$ 7,404	\$ 5,492
Recoveries of prior-year obligations.....	\$ 12	\$ 10	\$ 10
New mandatory authority:			
Mandatory Appropriation.....	\$ 4,080	\$ 4,488	\$ 4,450
Unexpired unobligated balance, end of year.....	-\$ 7,404	-\$ 5,492	-\$ 3,552
Total obligations.....	\$ 2,532	\$ 6,410	\$ 6,400
<i>Net outlays</i>	\$ 2,599	\$ 5,450	\$ 5,477

National Archives and Records Administration
National Archives Gift Fund

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
21.0 Travel and transportation of persons.....	\$ 3	\$ 27	\$ 15
22.0 Transportation of things.....	11	10	8
23.3 Communications, utilities, and misc. charges....	0	0	0
24.0 Printing and reproduction.....	2	62	17
25.1 Advisory and assistance services.....	0	0	0
25.2 Other services from non-Federal sources.....	508	3,188	3,719
25.3 Other goods & services from Federal sources...	356	1,345	890
25.7 Operation and maintenance of equipment.....	0	0	0
26.0 Supplies and materials.....	7	186	162
31.0 Equipment.....	3	36	6
32.0 Land and structures.....	0	0	0
33.0 Investments.....	1,113	1,017	1,054
41.0 Grants, subsidies, and contributions.....	0	10	0
94.0 Financial Transfers.....	529	529	529
99.0 Total obligations.....	\$ 2,532	\$ 6,410	\$ 6,400

National Archives Trust Fund

Authorizing Language

The Archivist of the United States furnishes, for a fee, copies of unrestricted records in the custody of the National Archives (44 U.S.C. § 2116). Proceeds from the sale of copies of microfilm publications, reproductions, special works, and other publications, and admission fees to Presidential Library museum rooms are deposited to the National Archives Trust Fund (44 U.S.C. §§ 2112, 2307).

Program Description

The National Archives Trust Fund receives and disburses funds collected from sales to the public, including: reproductions of records, publications, and merchandise. Additionally, the Trust Fund collects royalties from partnership agreements, investment income, and admission fees to Presidential Library museums.

Reproduction of Records: The Trust Fund provides for sales to the public of reproductions of records in multiple formats, including documents, photographs, maps, motion pictures, and Automatic Data Processing (ADP) tapes.

Admission Fees: The Trust Fund collects fees charged for admission to museum exhibits and for educational workshops and conferences held at Presidential Libraries and other NARA locations.

Sales of Publications and Merchandise: The Trust Fund supports e-Commerce sites for the Presidential Libraries and provides for the operation of several Library museum stores in facilities across the country.

Royalties from Partnership Agreements: The Trust Fund enters into agreements with third party vendors to develop and sell products based on the holdings of the National Archives. The Trust Fund then retains a royalty percentage of products sold by commercial partners.

Investment Income: The Trust Fund invests excess revenues from sales as well as donations, in accordance with statutory authority of the National Archives Trust and Gift Funds. The income earned on investments is used to support National Archives programs.

National Archives and Records Administration
National Archives Trust Fund

Explanation of Changes
(Dollars in Thousands)

	<u>FTE</u>	<u>Obligations</u>
FY 2023 Current.....	51.0	\$ 10,082
FY 2024 Budget.....	<u>51.0</u>	<u>12,104</u>
Net Change.....	0.0	\$ 2,022

The FY 2024 budget includes an estimated \$12,104 thousand in obligations for the National Archives Trust Fund, a net increase of \$2,022 thousand from FY 2023 estimated obligations of \$10,082 thousand.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
Unobligated balance carried forward.....	\$ 1,751	\$ 2,459	\$ 4,496
Recoveries of prior-year obligations.....	\$ 2,523	\$ 2,000	\$ 2,000
New mandatory authority:			
Collections from Federal and Non-Federal sources	\$ 14,820	\$ 10,176	\$ 10,635
Change in uncollected payments, Federal sources	\$ 33	\$ 0	\$ 0
Joint Committee Sequestration ¹	-\$ 45	-\$ 57	-\$ 57
New Discretionary authority.....	\$ 14,808	\$ 10,119	\$ 10,578
Unexpired unobligated balance, end of year.....	-\$ 2,459	-\$ 4,496	-\$ 4,970
Total obligations.....	\$ 16,623	\$ 10,082	\$ 12,104
<i>Net outlays</i>	-\$ 1,522	\$ 0	\$ 0

1. As required by section 251A of the Balanced Budget and Emergency Deficit Control Act, as amended (2 U.S.C. § 901a), administrative expenses for the Trust Fund were reduced by an estimated 5.7 percent in FY 2023 and FY 2024.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2022 Actual	FY 2023 Current	FY 2024 Budget
11.1 Full-time, permanent.....	\$ 3,162	\$ 3,608	\$ 3,871
11.3 Other than full-time permanent.....	37	43	47
11.5 Other personnel compensation.....	193	186	206
12.1 Civilian personnel benefits.....	1,344	1,664	1,812
21.0 Travel and transportation of persons.....	5	45	60
22.0 Transportation of things.....	41	95	120
23.2 Rental payments to others.....	0	0	0
23.3 Communications, utilities, and misc. charges.....	36	84	91
24.0 Printing and reproduction.....	76	177	203
25.1 Advisory and assistance services.....	16	23	25
25.2 Other services from non-Federal sources.....	2,273	994	1,340
25.3 Other goods & services from Federal sources.....	441	335	509
25.4 Operation and maintenance of facilities.....	137	57	84
25.7 Operation and maintenance of equipment.....	191	201	215
26.0 Supplies and materials.....	310	275	600
31.0 Equipment.....	146	416	382
32.0 Land and structures.....	64	0	275
33.0 Investments.....	8,151	1,879	2,264
99.0 Total obligations.....	\$ 16,623	\$ 10,082	\$ 12,104
<i>Subtotal, PC&B.....</i>	<i>4,736</i>	<i>5,501</i>	<i>5,936</i>
<i>Subtotal, non-labor.....</i>	<i>11,887</i>	<i>4,581</i>	<i>6,168</i>
Full-Time Equivalents (FTE).....	50.0	51.0	51.0

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*National Archives and Records Administration
Benefits of Electronic Government (E-Gov) Initiatives*

This section reports on the benefits realized and expected from Electronic Government (E-Gov) initiatives funded by NARA through contributions to other agencies. This section is provided to comply with the reporting requirements provided in Section 737 of Public Law 110-161, the FY 2008 Consolidated Appropriations Act.

E-Gov initiatives benefit multiple Federal agencies and are supported by the financial contributions of all benefiting agencies. The contributions of a particular Federal agency are typically characterized as “Managing Partner” or “Participating Partner”. Only one agency is selected to be the Managing Partner of an E-Gov initiative, and all other agencies involved in the initiative are considered Participating Partners. NARA is not a Managing Partner of any E-Gov initiatives.

Funding for each E-Gov initiative is reported as either agency contributions or agency service fees. Agency contributions (including in-kind contributions) are the total value of cash and in-kind contributions provided by NARA. Service fees represent fees NARA pays based on actual usage.

Benefits of Electronic Government (E-Gov) Initiatives

(In Whole Dollars; All Dollars are from the Operating Expenses appropriation unless otherwise noted)

E-Gov Initiative	Benefits	Funding by Account	
		FY 2023	FY 2024
E-Rulemaking	e-Rulemaking allows NARA to fully participate in the Federal Docket Management System, making it easier for the public to review and comment on proposed regulations. The Records Management module allows NARA to maintain electronic dockets in a recordkeeping system.	\$ 8,161 service fee	\$ 6,885 service fee
		\$ 5,218 service fee Revolving Fund	\$ 4,402 service fee Revolving Fund
Recruitment One-Stop	Recruitment One-Stop provides NARA with an effective mechanism for finding qualified applicants for vacant positions, through USAJOBS.gov. USAJOBS is an online portal which citizens can use to easily search for employment opportunities at NARA. NARA posts all of its job announcements through USAJOBS.gov.	\$ 15,291 service fee	\$ 13,813 service fee
		\$ 9,776 service fee Revolving Fund	\$ 8,831 service fee Revolving Fund

*National Archives and Records Administration
Benefits of Electronic Government (E-Gov) Initiatives*

Benefits of Electronic Government (E-Gov) Initiatives

(In Whole Dollars; All Dollars are from the Operating Expenses appropriation unless otherwise noted)

E-Gov Initiative	Benefits	Funding by Account	
		FY 2023	FY 2024
E-Travel	E-Travel provides NARA with efficient and effective travel management services. Benefits include cost savings from cross-government purchasing agreements, streamlined travel policies and processes, strict security and privacy controls, and enhanced agency oversight and audit capabilities. NARA employees benefit through more efficient travel planning, authorization, and reimbursement processes.	\$ 84,632 service fee	\$ 84,632 service fee
		\$ 61,286 service fee Revolving Fund	\$ 61,286 service fee Revolving Fund
Grants.gov	Grants.gov benefits NARA's grant program by providing a single location to publish grant award opportunities and application packages, and a single site for the grants community to apply for grants using common forms, processes, and systems.	\$ 25,000 agency contribution	\$ 25,000 agency contribution
Freedom of Information Act Portal	The National FOIA Portal improves overall FOIA administration, providing citizens with a single site to submit electronic request for records from any agency.	\$ 65,755 agency contribution	\$ 54,885 agency contribution

This section reports on agency actions to address top Management Challenges identified by the NARA Office of Inspector General (OIG) in their most recent Semiannual Report to Congress (covering the period April 1 to September 30, 2022). This section is provided to comply with the reporting requirements provided in the introductory language of Division E of the Joint Explanatory Statement accompanying the FY 2016 Consolidated Appropriations Act (P.L. 114-113).

The NARA OIG conducts independent audits, investigations, and other reviews that present findings and provide recommendations for corrective actions. The OIG consolidates and aligns their findings and recommendations to identify broader areas that the OIG believes represent the agency's most significant challenges. The OIG reports those areas identified as NARA's top management challenges on a semi-annual basis.

The following table describes top Management Challenges identified by the NARA OIG and explains how NARA's FY 2024 budget request addresses each challenge. The descriptions of OIG Management Challenges are summaries prepared by Management and are not represented as independent or objective descriptions. The original descriptions prepared by the NARA OIG can be found in the most recent OIG Semiannual Report to Congress, located at <https://www.archives.gov/files/oig/reports/nara-oig-sar-fy22b-1apr22-to-30sep22.pdf>

Management Challenge	NARA Actions
<p>1. Records Request Backlog at the National Personnel Records Center (NPRC):</p> <p>The NPRC has a backlog of requests from veterans for their military service records. Without their records, veterans may not have the evidence they need to qualify for health care and other benefits they have earned. The COVID-19 pandemic has both caused some of this backlog and prevented the NPRC from fully using all resources to address it.</p>	<p>Prioritized above all requests, the NPRC has eliminated the backlog of requests for separation documents as these are most often needed to prove eligibility for military and veterans' benefits. The FY 2024 planned budget for the <u>Records Center Revolving Fund</u> includes funding to address the backlog of requests for records other than separation documents. The NPRC has expanded onsite operations, established a remote Call Center to ensure continuity of services, and will also maintain multiple work shifts until the backlog is addressed.</p> <p>NARA also continues to work with the Department of Veterans Affairs to expand the digitization of NPRC holdings. NARA completed upgrades to our eVetRecs application to allow for a greater volume of reference transactions to be serviced remotely and delivered digitally.</p> <p>NARA is currently modernizing the Case Management and Reporting System (CMRS). This system modernization will transform paper-based processes for fulfilling customer orders for paper records into fully-electronic processes that rapidly deliver digitized copies to customers through secure, accessible web portals.</p>
<p>2. Information Technology Security:</p> <p>In FY 2022, NARA again labeled IT security a "material weakness." Further, over the past decade annual Federal Information Security Modernization Act (FISMA) audits or assessments have consistently identified IT areas in need of significant improvement.</p>	<p>The FY 2024 budget for <u>Operating Expenses</u> includes funding to continue implementing enterprise-wide solutions to comply with Executive Order 14028 – Improving the Nation's Cybersecurity.</p> <p>The FY 2023 and FY 2024 budget for NARA provides critical resources to expand and modernize NARA's information technology infrastructure. NARA will implement Zero Trust Architecture principles and continue its efforts to enhance encryption, multi-factor authentication, and IT asset management for continuous monitoring of IT security risks.</p>

Management Challenge	NARA Actions
<p>3. OMB Memorandum M-19-21, Transition to Electronic Records:</p> <p>NARA needs to ensure proper records are in fact preserved government-wide and sent to NARA in the first place. NARA must work with federal agencies to ensure proper appraisal, scheduling, and transfer of permanent records in all formats. The major challenge is how best to accomplish this in a rapidly changing technological environment. Further, it is not currently known what amount, or exact formats, of data and electronic records will be coming to NARA. Thus it is not known whether the systems in place will be able to ingest, process, preserve, store, and provide access to this information.</p>	<p>The FY 2024 budget for NARA <u>Operating Expenses</u> includes funding to support government-wide policy, oversight, a public dashboard to share information about federal agencies' records management programs, and training in records management for other Federal agencies to meet the M-19-21 and M-23-07 government-wide directives to manage all permanent records in electronic format by June 30, 2024.</p> <p>In FY 2023, NARA will issue guidance to agencies for managing, retaining, and transferring federal records in collaborative working environments, websites, and social media. NARA will also work with underserved communities to address equity considerations as they related to underserved communities and incorporate equity related considerations in NARA's appraisal procedures. NARA will work with agencies to process and approve schedules that will better reflect underserved communities.</p>

*National Archives and Records Administration
Actions to Address Top Management Challenges*

Management Challenge	NARA Actions
<p>4. Expanding Public Access to Records:</p> <p>Some of NARA’s analog holdings (by series) have not been processed, so the public does not have efficient and effective access to them. To meet its mission, NARA must work to ensure it has the processes and resources necessary to establish intellectual control over this backlog of unprocessed records. In addition, the transition of federal record-keeping to a fully-electronic environment will present additional challenges to making records accessible to the public. This work includes standardizing processing procedures across the agency, strengthening internal controls, and monitoring performance.</p>	<p>NARA will continue to digitize records within the FY 2024 request for <u>Operating Expenses</u> and through no-cost arrangements with private sector partners. The FY 2024 request also includes funding to provide access to one of NARA’s most prominent collections of records associated with Native American tribes.</p> <p>In FY 2023 and FY 2024, as part of a community engagement effort, NARA will consult with our users, researchers, and traditionally underserved communities to identify records for digitization that will provide equitable representation of underserved communities in our digital holdings in the National Archives Catalog.</p> <p>In FY 2024, NARA will continue implementing the Electronic Records Initiative. Once fully implemented, NARA expects to digitize 8-12 million pages of textual records and 150 TB of audio, video, and film records each year. This is in addition to the digitization work already being done in our digitization labs, custodial units, and by external partners.</p>
<p>5. Electronic Records Archives (ERA):</p> <p>The vast volumes of electronic records that will need to be preserved is significant, and NARA is challenged to meet data storage requirements for them. NARA’s in-house data storage is reaching capacity, impacting the agency’s digitization efforts and other IT programs. Without sufficient storage, NARA would have difficulty accepting, storing, and processing electronic records or make them available to the public.</p>	<p>The FY 2024 budget for NARA <u>Operating Expenses</u> continues funding for the development of ERA 2.0. In FY 2023, NARA will expand the functionality of ERA 2.0 to enable records management staff at all federal agencies to use ERA 2.0 to perform all records scheduling and transfer functions.</p> <p>In FY 2023, enhancements will be added to the ERA 2.0 system to add much-needed functionality to the Executive Office of the President (EOP) production system and provide increased integration to manage the massive volumes of electronic records.</p>

*National Archives and Records Administration
Actions to Address Top Management Challenges*

Management Challenge	NARA Actions
<p>6. Pandemic Response:</p> <p>Like all employers, NARA is challenged to determine the best path forward during this pandemic. NARA is challenged to both keep agency staff safe and still meet NARA's mission. These are times of near unprecedented change, presenting both opportunities and new challenges. To succeed, NARA must seize the opportunities, potentially changing long-held beliefs and processes, and overcome the challenges. No less than the history of this great republic hangs in the balance.</p>	<p>In FY 2024, NARA will continue analyzing agency operations during the COVID-19 pandemic as an opportunity to modernize agency operations and improve resilience. The modernization is central to improving NARA's ability to respond more swiftly and efficiently when preparing and responding to a pandemic.</p> <p>In FY 2023, NARA will continue to monitor local public health data and adjust workplace safety protocols accordingly.</p>

National Archives and Records Administration

**FY 2024 ANNUAL PERFORMANCE PLAN and
FY 2022 ANNUAL PERFORMANCE REPORT**

Fiscal Year 2024 Budget Request

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NARA Mission, Vision, and Goals

The National Archives and Records Administration's (NARA) FY 2022 – FY 2026 Strategic Plan details the actions and outcomes necessary to meet agency Strategic Goals. NARA's Annual Performance Plan lists the performance objectives and measures that NARA uses to evaluate performance progress against those goals.

VISION:

WE WILL BE KNOWN FOR CUTTING-EDGE ACCESS
TO EXTRAORDINARY VOLUMES OF GOVERNMENT INFORMATION AND
UNPRECEDENTED ENGAGEMENT TO BRING GREATER MEANING TO THE MANY DIFFERENT AMERICAN
EXPERIENCES.

MISSION:

WE DRIVE OPENNESS, CULTIVATE PUBLIC PARTICIPATION, AND STRENGTHEN OUR NATION'S
DEMOCRACY THROUGH EQUITABLE PUBLIC ACCESS TO HIGH-VALUE GOVERNMENT RECORDS.

STRATEGIC GOALS:

MAKE ACCESS HAPPEN.—NARA will deliver increasing volumes of records to the public online, using flexible tools and accessible resources that promote public participation.

CONNECT WITH CUSTOMERS.—NARA will continuously engage with and learn from our customers: individuals, communities, organizations, and other Federal agencies. We build long-term and strategic customer relationships to ensure our services are valued by our customers and we work together to improve our efficiency, engagement, and equity.

MAXIMIZE NARA'S VALUE TO THE NATION.—NARA will reform and modernize records management practices across the Federal government, advancing digital preservation of archival electronic records, and supporting the transition to digital government.

BUILD OUR FUTURE THROUGH OUR PEOPLE.—NARA will provide all our employees with the learning and leadership opportunities necessary to support their career development, enable their successful transition to a digital environment, and thrive in an inclusive, supportive, and diverse work environment.

The *President's Budget* identifies lower-priority program activities, as required by 31 U.S.C. § 1115(b) (10). NARA received no aid from non-Federal parties in preparing this plan.

Performance by Strategic Goal

Make Access Happen

Make Access Happen affirms that “public access” is NARA’s core mission and is a higher calling that gives purpose and meaning to all our work. We are making access happen by delivering increasing volumes of records to the public online, using flexible tools and accessible resources that promote public participation. We are engaging with underserved communities to find opportunities to expand public participation and promote equity through our mission. In order to achieve success in this goal, NARA must digitize millions of records we hold in analog formats, keep pace with the continuous stream of new records we receive each year, and develop new ways to help citizens find our records through the online National Archives Catalog.

Objective: *By FY 2026, NARA will process 85 percent of archival holdings and increase enhanced descriptions to promote equity in discovery and public access to archival records related to underserved communities.*

Description of measure: Archival processing refers to those actions NARA must take in order to enable efficient access for research, which includes performing holdings maintenance, entering the records into NARA’s inventory control system so that NARA staff can retrieve and serve those records when requested, and describing the records in the National Archives Catalog. Maintaining 85 percent processed requires continuous effort because NARA typically receives about 100,000 cubic feet of new, unprocessed archival records in traditional formats each year, as well as significant volumes of electronic records.

NARA has further committed to increase enhanced descriptions of records related to underserved communities. Underserved communities are populations who have been denied consistent and systemic fair, just, and impartial treatment, as defined in Executive Order (E.O.) 13985. Enhanced processing provides a more detailed description of individual records, which makes it easier for members of the public to search and discover relevant records. NARA archival records document the rights of citizens, provide a record of government decisions and actions, and record the history of the United States government. Enhanced description promotes equity by making it easier for members of underserved communities to search, discover, and use archival records to exercise their rights of citizenship, ensure government accountability, and illuminate the struggles and contribution of underserved communities in American history.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Percent of unclassified archival holdings processed	<i>Target</i>	80%	81%	82%	85%	85%	85%
	<i>Actual</i>	81%	81%	81%	91%		
Total number of unclassified archival, holdings processed	<i>Target</i>	—	—	—	—	—	—
	<i>Actual</i>	4.3M	4.3M	4.6M	4.7M		
Number of pages with enhanced processing and description	<i>Target</i>	—	—	—	—	4M	8M
	<i>Actual</i>	—	—	—	—		
Number of digital files with enhanced processing and description	<i>Target</i>	—	—	—	—	91K	182K
	<i>Actual</i>	—	—	—	—		

Performance summary: NARA has processed a cumulative total of 4.7 million cubic feet of unclassified archival records, resulting in 91 percent of total unclassified archival records being processed by the end of FY 2022. Despite the COVID-19 pandemic, NARA exceeded the annual target of 85 percent of total holdings processed while also decreasing a backlog of unprocessed records. NARA’s approach to implement basic processing consistently and uniformly resulted in processing efficiencies.

While NARA’s basic processing procedures have led to higher processing rates, many records lack sufficient description to allow for full discoverability. NARA addresses this challenge by adding additional, or “enhanced” processing and descriptions to selected records that have already been processed to the basic level. Enhanced descriptions are more resource-intensive and are therefore performed on a more limited basis. NARA has prioritized records of interest to underserved communities for enhanced descriptions. In FY 2022, NARA developed criteria to identify holdings that would provide more equity in the availability of NARA’s holdings to or about underrepresented communities.

In FY 2023 and FY 2024, NARA will maintain basic processing on 85 percent of the unclassified archival holdings. NARA will implement business process improvements to accelerate processing and online public access to records of high interest to underserved communities. NARA will engage with underserved communities to increase awareness of documents and artifacts in NARA’s holdings that document their American experience. Expanding our efforts to conduct enhanced processing will increase the volume and diversity of records that are available and discoverable by the public, which will contribute to a more inclusive picture of American history and society.

Objective: *By FY 2026, NARA will digitize 500 million pages of records and make them available online to the public through the National Archives Catalog.*

Description of measure: NARA has committed to digitize all its traditional (analog) holdings and make them available to the public online. NARA holds the equivalent of more than 13 billion pages of documents, photographs, films, and other records in analog formats, the majority of which are only accessible in person, in public research rooms, or through reproductions provided in response to specific customer requests.

Digitization and online access directly address equity. Physical distance from NARA facilities and travel costs are a significant barrier to public access to archival holdings that are only available in traditional (analog) formats. NARA digitizes records and makes them available online to expand access to archival records and engage larger, more diverse groups in civic education and historical research.

NARA must accelerate digitization processes and address technical limitations in the National Archives Catalog to meet NARA’s goals for online public access. NARA will consult with external stakeholders to assign priorities for digitizing archival records and will publish agency priorities in a digitization plan. NARA must continue to invest in the backend technical solution for the Catalog in order to add increasingly larger volumes of digital files to the system. NARA must continue to enhance discovery and the customer experience.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Number of pages digitized and made available online through the Catalog (cumulative)	<i>Target</i>	90M	115M	140M	190M	225M	320M
	<i>Actual</i>	92.6M	121M	150M	205M		
Number of digital objects in the Catalog from partners (cumulative)	<i>Target</i>	—	—	—	134M	147M	160M
	<i>Actual</i>	—	—	—	—		
Number of digital objects in the Catalog from NARA custodial units (cumulative)	<i>Target</i>	—	—	—	55M	77M	162M
	<i>Actual</i>	—	—	—	—		
Number of citizen contributions to the Catalog (cumulative)	<i>Target</i>	—	—	—	9M	11M	12.7M
	<i>Actual</i>	—	—	—	9.3M		
Presidential Library websites with all digital copies in NAC (cumulative)	<i>Target</i>	—	—	—	—	1 (pilot)	3
	<i>Actual</i>	—	—	—	—		

Performance Summary: NARA is currently on track to reach 500 million pages in the Catalog by FY 2026. The number of pages digitized and made available through the Catalog surpassed the FY 2022 goal of 190 million pages, with a FY 2022 actual total of 205 million digital objects.

The scheduled launch of the NextGen Catalog in FY 2023 will impact the overall number of citizen archivist contributions in the early months of FY 2023. Citizen Archivist contributions will be turned off to complete the migration prior to the cutover to the new Catalog.

In FY 2023 and FY 2024, as part of a community engagement effort, NARA will consult with our users, researchers, and traditionally underserved communities to identify records to digitize that will provide equitable representation of underserved communities in our digital holdings in the Catalog. NARA will increase equity and strengthen engagement in areas of digitization, reparative description, next-gen finding aids and bulk access to records for community use. We will initiate efforts to create digital Presidential Libraries by ensuring that records on Presidential Library websites are available in the Catalog.

NARA will conduct a pilot project to add all its Presidential Libraries digital copies and metadata in the Catalog. The Harry S. Truman Presidential Library will serve as the first pilot library.

In FY 2023 and FY 2024, NARA will enter into at least one new public-private digitization partnership per year to support digitization of NARA archival records. As new agreements are signed, NARA will benchmark strategies, and technologies used by peer institutions to establish best practices for partnership digitization programs.

Objective: ***By FY 2026, NARA will collaborate with traditionally underserved communities to correct outdated descriptions in the National Archives Catalog and prioritize citizen engagement projects that increase access to records that are important to underserved communities.***

Description of measure: NARA is committed to examining and correcting racist, harmful, and otherwise inappropriate language used to describe archival records in the National Archives Catalog. NARA will engage with representatives of underserved communities and peer institutions to identify harmful language and develop procedures to correct or repair legacy descriptions. NARA will collaborate to develop reparative descriptions that reinterpret and replace existing descriptions to prevent or minimize unnecessary harm.

NARA will seek the advice of underserved communities to guide its reparative description work and will engage members of underserved communities in NARA holdings. NARA will provide resources to engage the public in collaborative tagging and transcription of records related to underserved communities to make them more easily discoverable through standard search engines on the web. In order to be successful, NARA must build trusting relationships with underserved communities, cultivate subject matter experts in those records among NARA's staff, and improve and develop NARA's online resources.

National Archives and Records Administration
 FY 2024 Annual Performance Plan and FY 2022 Annual Performance Report

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Instances of harmful terms in the Catalog are updated through consultation with pertinent community POCs (cumulative)	<i>Target</i>	—	—	—	—	1,000	2,000
	<i>Actual</i>	—	—	—	—		
Citizen Archivist transcription projects with underserved communities (annual)	<i>Target</i>	—	—	—	—	1	1
	<i>Actual</i>	—	—	—	—		
Dataset made available for bulk download for underserved communities or websites	<i>Target</i>	—	—	—	—	1	1
	<i>Actual</i>	—	—	—	—		
Underserved communities that we routinely engage with (count)	<i>Target</i>	—	—	—	1 (pilot)	3	5
	<i>Actual</i>	—	—	—	2		

Performance Summary: Underserved communities are described in E.O. 13985 as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

In FY 2022, a NARA working group initiated engagement with representatives of the University of Puerto Rico. NARA and the University agreed to collaborate in FY 2023 to transcribe selected elements of the 1935 Agriculture Census of Puerto Rico. Also in FY 2023, NARA will develop training for reparative description and will host focus group meetings to create training materials and workshops.

NARA has received requests from Indigenous communities to make bulk downloads of certain digitized services available in the Catalog. In consultation with stakeholders, NARA will explore options and technological solutions to make the bulk downloads available. Efforts are underway to pilot bulk downloads in FY 2023.

Work began in FY 2022 to develop criteria to support prioritization for processing, description and digitization of records. In addition, NARA will launch a training pilot. In FY 2023, NARA will complete its training pilot and engage with one additional community each in the second and fourth quarters of that year. In FY 2024, NARA will continue to engage with one additional community each in the second and fourth quarters of the year.

In FY 2023 and FY 2024, NARA will reach out to underserved communities to garner their support and work collaboratively with NARA to engage in efforts to improve the availability and access to records that represent their experiences and history as a part of American history. NARA's agency equity team will champion the effort to identify underserved communities that share an interest or seek to learn more about the National Archives and the archival records in our custody.

Objective: *By FY 2026, 95 percent of customer requests will be ready within the promised time.*

Description of the measure: NARA strives to promote public access by providing consistent, reliable, and reputable service in response to customer requests. NARA provides service to a variety of public and federal agency customers. This objective is a weighted average of NARA’s average response time when: furnishing items in public research rooms, responding to reference requests by email and mail, providing veterans and their families with copies of military separation documents (DD-214), and responding to Freedom of Information Act (FOIA) requests from the public.

Prior to the COVID-19 pandemic, NARA consistently provided 95 percent of customer requests in the promised time. However, NARA has accumulated a substantial number of unanswered requests during extended facility closures and service disruptions due to the COVID-19 pandemic. NARA will be challenged to restore 95 percent response times while responding to requests received during the pandemic. NARA must continue to modernize its business processes to respond to records remotely, using digital records and secure methods to transmit responses to records requests. NARA is committed to maintaining its high standards of customer service to maintain the trust and confidence of its customers.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Percent of customer requests ready within the promised time	<i>Target</i>	93%	93%	93%	93%	95%	95%
	<i>Actual</i>	97%	89%	N/A	N/A		

Performance summary: In FY 2022 NARA continued to focus on eliminating pandemic backlogs. This effort will extend through FY 2023 and beyond, as needed. We will continue to examine processes to increase opportunities to be more flexible and responsive to fluctuations in demand. NARA will implement strategies to modernize business processes to respond to remote reference requests using secure, digital delivery systems.

NARA will examine new approaches to fulfill researcher requirements. We will increase capability to complete research transactions online and through virtual consultations, to improve access for researchers and members of the public who are unable to visit a NARA facility. In FY 2022, the National Personnel Records Center fell short of meeting the established performance goals. Due to onsite restrictions resulting from the COVID-19 pandemic during the first half of the year, the NPRC was focused on providing timely service for burials, medical emergencies, and other urgent requests. Post recall, staff focused on continued support for urgent requests and eliminating the backlog of separation documentation requests since these requests are most often related to benefit cases. NARA successfully eliminated the backlog of requests for separation documents at the end of FY 2022.

NARA estimates disposal of 2.7 million cubic feet of records by the end of March 2023 and a complete disposal of 3.6 million cubic feet by end of September 2023. NARA anticipates the elimination of the disposal backlog in FY 2024.

In FY 2023 and FY 2024, NARA will continue to address the backlog. NARA will evaluate business processes to improve efficiency and enhance production since many of the requests in the backlog require more than a separation document to meet the customers’ requirements.

Connect with Customers

Connect with Customers challenges us to continuously improve the customer experience, cultivate public participation, and generate new understanding of the importance of records in a democracy. We strive to represent the stories of all Americans in our work. We continuously engage with and learn from our customers: individuals, communities, organizations, and other Federal agencies. We build long-term and strategic customer relationships to ensure our services are valued by our customers and we work together to improve overall efficiency, engagement, and equity.

Objective: *By FY 2026, NARA will demonstrate enhanced organizational understanding of internal and external customer wants, needs, and expectations to support the design and delivery of world-class services.*

Description of measure: NARA will develop a systematic process to collect and analyze customer feedback to continuously improve agency service offerings and better meet customer needs. NARA will routinely connect with customers, conduct consumer research, develop “journey maps” to understand how customers interact with multiple NARA business lines, and prioritize enhancements to customer service procedures and systems based on customer insights. NARA will share the results of its customer research internally and with the public.

Understanding our customers is the cornerstone of a successful customer experience transformation. Recent analysis suggests that few NARA business lines routinely solicit feedback from customers, and those that do, do not share the information outside of their organization. NARA must develop tools, expertise, and procedures to routinely conduct customer research and share the results across NARA business lines. NARA is currently developing an enterprise approach to collect customer information and take action to improve service delivery for all customers.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
NARA service providers engaged in customer understanding activities	<i>Target</i>	—	—	Baseline	72%	75%	78%
	<i>Actual</i>	—	—	31%	N/A		

Performance summary: NARA aims to build internal capacity to manage customer experience and improve service delivery by deepening the organization’s awareness and understanding of its customers’ wants, needs, and expectations. Increased capacity will better position NARA to proactively design and deliver world class services. In FY 2022, NARA established the foundation to create an enterprise customer research agenda. This agenda will inform enterprise customer experience initiatives including consumer research as prioritized by the agency’s customer experience executive council. NARA service providers will be supported through coaching, training, and technical assistance to ensure they are equipped to routinely connect with customers to conduct consumer research; clearly understand customer wants, needs, expectations, and journeys; prioritize the use of customer insights to inform service design and improve service delivery; and articulate discoveries and actions through internal and external communications.

By FY 2023, NARA will conduct research to inventory all major lines of business/service and explore agency-level opportunities to improve service delivery. By FY 2024, opportunities to improve service delivery will be prioritized through human-centered research and design.

Objective: *By FY 2026, NARA will modernize enterprise communication and service channels to capture customer feedback and continuously improve the customer experience.*

Description of measure: NARA will develop a system to evaluate the customer experience across NARA business lines and use the results to modernize its service channels. NARA must develop a methodology to measure the customer experience, especially when the customer journey crosses multiple NARA services and service providers. Once developed, NARA will analyze the metrics to identify opportunities to better meet customer needs and expectations. NARA will publish the results of its data-driven approach so that customers can review the changes and assess the results.

NARA will evaluate service delivery from the customer’s perspective in order to improve service delivery and identify trends for improvement across the enterprise. Recent analysis found that many NARA service providers do not measure customer satisfaction and that existing data collections are not consistent or comparable across service lines. NARA must develop an enterprise customer experience measurement methodology and a tool to collect and analyze customer experience metrics. NARA must develop the expertise to solicit customer feedback, analyze customer experience metrics, and identify and implement improvements in NARA services based on customer insights.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
NARA service providers engaged in measurement activities.	<i>Target</i>	—	—	—	72%	75%	78%
	<i>Actual</i>	—	—	—	N/A		

Performance summary: NARA will successfully achieve this objective when NARA is equipped to systematically evaluate service delivery from the customer’s perspective. This success is based on establishing an enterprise customer experience measurement framework to support consistent evaluation of service delivery across the diverse ways that customers interact with NARA (e.g. in person, via website, thru email, etc.), through journeys, and customer relationships.

In FY 2022, NARA began the development of a customer experience measurement framework with a focus on strategies to strengthen NARA’s ability to capture customer feedback across diverse service channels and communication platforms. In FY 2023, NARA will develop a self-assessment tool to capture service provider engagement in customer understanding and customer experience measurement activities. NARA will develop customer experience metrics to be used to provide structure and consistency in our approach.

In FY 2023, NARA will also conduct research and establish a Customer Research Agenda; a tool that NARA will use to learn more about the agency’s customers prior to making improvements to services. A set of questions in the agenda will be used to better understand

our customers so we can improve design, service delivery, and their overall experience. In FY 2024, NARA will prioritize opportunities to improve service delivery through human-centered research and design.

Objective: *By FY 2026, NARA will deliver a national program of museums, education, and public programming that demonstrates leadership in equity, accessibility, and diversity.*

Description of measure: NARA is committed to increasing the diversity, equity, inclusion, and accessibility of its civic education program. NARA engages the public in civic education and discourse through a national program of museum exhibits, education, and public programs. NARA will increase the representation of underserved communities in its programming. NARA will increase its online programming and exhibits and will modify its physical infrastructure to make its civic education programs more accessible for the public.

NARA will partner with underserved communities and peer institutions to develop culturally appropriate ways to present records of importance to underserved communities. NARA must diversify its workforce and strengthen internal capabilities to develop relevant, relatable, and respectful content for museum displays and educational materials. NARA must invest in audience evaluation tools to ensure that new materials are meaningful and appropriate to a diverse body of patrons. NARA must invest in its physical infrastructure to ensure that NARA museum exhibits and on-site programs are accessible for all.

Performance summary: In FY 2022, NARA committed to educational outreach to new communities. Building upon comprehensive national education contact lists developed in FY 2022, NARA continued to develop outreach to Native American and Hawaiian communities as well as deaf communities. NARA is actively working with teachers and administrators at Maryland School for the Deaf to develop and pilot distance learning programs for deaf students. In addition, NARA is working to expand the programmatic offerings at the Center for Democracy in Deaf America to reach more students in the deaf community. NARA's educators in our museums developed a three-part program for a Navajo elementary school and led professional development workshops for education coordinators of Title VI schools. NARA plans to conduct a similar engagement with Kamehameha schools in Hawaii. In addition, online education resources have been translated into Spanish.

In anticipation of the 250th anniversary of the Declaration of Independence, NARA has planned multiple equity initiatives, including rigorous audience evaluations, community engagement, the formation of a scholarly advisory council, new interpretive materials in the Rotunda exhibit that show the complexity of the nation's founding, and a public sculpture program to inspire dialog around issues of diversity and inclusion related to historical narratives of the founding of the United States. Two special exhibitions related to America 250 are also being planned, both of which will look at milestone documents and historical moments as experienced by a multiplicity of individuals and communities, including free and enslaved Black Americans, Native Americans, immigrants, and women.

The redesign of the permanent galleries and learning center at the National Archives Museum will meet or exceed ADA standards for physical accessibility. Facility renovations that will address multiple accessibility issues are also underway at the Carter and Hoover Libraries. Many public programs, tours, and educational materials are offered in multiple languages.

Many recent exhibitions and programs at the National Archives Museum in Washington, DC, and across the Presidential Libraries have centered on traditionally underrepresented records and voices.

By FY 2024, NARA will develop effective visitor research and audience evaluation tools to measure success in reaching underserved and more diverse audiences. All new and redesigned permanent exhibits launched after FY 2024 will meet NARA standards and guidelines for accessible museum design.

Maximize NARA’s Value to the Nation

Maximize NARA’s Value to the Nation recognizes that public access to government information creates measurable economic value, which adds to the enduring cultural and historical value of our records. We are modernizing records management practices across the Federal government, advancing digital preservation of archival electronic records, and supporting the transition to digital government. NARA will explore new technology to find low-cost, practical solutions to improve processing, access review and redaction, and digitization, to accelerate the delivery of electronic and digitized records to the public.

Objective: *By FY 2026, NARA will provide policy, requirements, and oversight to support a transparent, inclusive, and fully digital government.*

Description of measure: NARA must provide its customer agencies with the policy, guidance, and training necessary to appropriately manage records in their custody. NARA will provide agencies with guidance on the appropriate retention of records in modern formats, including records created using virtual and collaborative tools, social media, and websites. NARA will provide agencies with guidance on digitizing permanent records in paper and other analog formats to support the transition to fully electronic recordkeeping. NARA strives to provide initial responses to agency records management questions within three days of receipt.

NARA must also provide its stakeholders with reasonable and independent assurance that other agencies are complying with records management laws and regulations. NARA will support equity goals by developing procedures to better account for the interests and viewpoints of underserved communities when determining which records should be retained and for how long. NARA will promote transparency by providing greater public access to information NARA collects about other agencies’ records management programs. NARA will continue on-site inspections of other agencies’ records management practices to help those agencies strengthen their record-keeping programs and ensure that records are being managed appropriately.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Percent of agencies who use NARA collaboration records guidance	<i>Target</i>	—	—	—	—	—	50%
	<i>Actual</i>	—	—	—	—	—	
Number of new communities engaged with (annual)	<i>Target</i>	—	—	—	—	—	2
	<i>Actual</i>	—	—	—	—	—	

Performance Summary: In FY 2022, NARA continued work on digitization standards for paper and photographic records. The regulation is on target for publication in FY 2023. In addition, digitization standards for transmissive records are in the drafting phase and are on target for FY 2024.

NARA is making steady progress in efforts to develop guidance for managing, retaining, and transferring federal records in collaborative working environments, and websites. A NARA Bulletin on collaborative working environments is being prepared with expected publication in

FY 2023. A web records archiving project is ongoing with various piloting approaches under consideration.

Guidance to agencies and internal procedures for tribal coordination related to records schedules is in development and scheduled for completion in FY 2023. This includes embedding requirements within the records scheduling business objects in ERA 2.0. NARA is also working to identify approaches and solutions for a public dashboard. A dashboard would provide NARA, agencies, and the public a greater awareness of records management issues across the federal government.

Objective: *By 2026, NARA will reduce the time it takes to start complex Freedom of Information Act (FOIA) requests for unclassified records.*

Description of measure: NARA is committed to reducing the length of time that members of the public must wait in order to receive responses to Freedom of Information Act (FOIA) requests for NARA records. NARA receives FOIA requests for the internal records created in the course of NARA business as well as requests for records from among the five million cubic feet of archival records that NARA holds on behalf of the American people. In many cases, FOIA requests are the only way that members of the public can access records that contain personally identifiable information (PII) or are otherwise not available to the public.

NARA responds to most FOIA requests within the statutory 20 days. However, NARA’s most complex FOIA requests can take as long as eight years before NARA can begin reviewing responsive records. NARA’s most complex FOIA requests seek access to large volumes of Presidential and federal records containing highly sensitive information, which require NARA to review and redact millions of pages of records, line-by-line. NARA must modernize its business processes and workflows for managing FOIA responses and deploy new tools and additional staff to increase the volume of records reviewed to reduce the cycle time for responding to complex FOIA requests. NARA will also improve business processes to accelerate the appropriate declassification and public release of classified records.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Number of pages of paper records digitized at Clinton Library. (Final target 70M) (cumulative)	<i>Target</i>	—	—	—	—	10M	30M
	<i>Actual</i>	—	—	—	N/A		
Number of pages of paper records digitized at Bush 43 Library. (Final target 50M) (cumulative)	<i>Target</i>	—	—	—	—	10M	30M
	<i>Actual</i>	—	—	—	N/A		

Performance summary: Providing access to NARA’s records more quickly will greatly enhance NARA’s customers’ experience. To achieve this goal, NARA will conduct a business process review to improve the efficiency of NARA’s FOIA processing and to develop system requirements for the automation of FOIA workflows. NARA will increase automation of FOIA search and review through the use of artificial intelligence and related technology tools.

Artificial intelligence tools such as eDiscovery tools will increase automation of FOIA processing

and improve the time required to begin and complete a FOIA request. In FY 2023, NARA will focus on FOIA requests at the George W. Bush and William J. Clinton Libraries and the Special Access and FOIA Division, where some of our longest delays exist.

Objective: *By 2026, NARA will advance existing physical and intellectual controls for the agency’s holdings to enable digital preservation risk planning and risk mitigation in a trustworthy repository and ongoing access to electronic records.*

Description of measure: NARA must have a comprehensive system in place to assess the preservation risk of record holdings and take action to mitigate that risk so that NARA records — in traditional (analog), digitized, and born-electronic formats — are protected and remain available to the public in perpetuity. NARA must have preservation risk assessments and risk mitigation strategies in place to demonstrate that NARA is a trustworthy repository and a reliable source for archival records of the federal government. NARA has already established expertise in preserving records in traditional (analog) formats and is committed to the continued preservation of these records as well. NARA has created a digital preservation framework that established a comprehensive plan for preserving NARA’s electronic and digitized records; however, NARA requires additional investment in order to implement risk assessments and risk mitigation strategies for these records.

NARA must take additional actions to provide reasonable assurance that the more than one petabyte of electronic and digitized archival records in NARA are protected and will be preserved in perpetuity. NARA must develop a technical infrastructure for risk assessment, including tools for file format, characterization and transformation, data integrity, format and media sustainability, and information security. One of NARA’s greatest challenges relating to electronic records is the volume of records that must be preserved. NARA must develop automated tools to detect risk and apply preservation actions automatically over extremely large volumes of electronic records.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
File Format & MIME Types successfully identified for ERA 2.0 (cumulative)	<i>Target</i>	—	—	—	—	—	10%
	<i>Actual</i>	—	—	—	—		
Digital content managed in ERA 2.0 (in TBs)	<i>Target</i>	—	—	—	100	150	225
	<i>Actual</i>	100	100	100	102.8		
Numbers of files managed in ERA 2.0 (in millions)	<i>Target</i>	—	—	—	—	30	45
	<i>Actual</i>	18.4M	18.4M	18.4M	18.5M		

Performance summary: The volume of records managed in ERA continues to show steady growth. We anticipate more than 18 million files, comprising more than 105 TB of data managed in ERA 2.0 by early FY 2023. Throughout the fiscal year, NARA has worked to improve conditions in the system that affect the ability of the system to receive uploads of digital files in

the most timely and effective manner possible. This has resulted in a number of configuration and code changes to improve the performance of the system, with additional analysis still underway in FY 2023.

In FY 2023, NARA will deploy ERA 2.0 to external users in customer Federal agencies. This will provide records managers across the Federal government with a modern platform to manage records schedules, make transfer requests, and manage their records with customizable dashboards. NARA will continue to integrate tools necessary for processing and preservation. These integrated tools will be used to identify file formats and MIME (i.e., a standard for formatting files of different types) types for electronic records preserved in ERA 2.0. In FY 2022, NARA identified the requirements for a tool that will provide a solution for the collaborative documentation of risks and risk mitigation. Planned deployment of the tool is scheduled for FY 2024. NARA will automate digital preservation risk assessment and mitigation actions in ERA 2.0.

Build our Future through our People

Build our Future through our People is our commitment to provide all our employees with learning and leadership opportunities necessary to successfully transition to a digital environment, support career development, and thrive in an inclusive, supportive, and diverse work environment. We are dedicated to building a workplace culture based on the principles of Diversity, Equity, Inclusion, and Accessibility (DEIA) so that all employees are empowered, engaged, and prepared to become the next generation of leaders. We are building relationships with underserved communities, educational institutions, and professional organizations to develop new recruitment pipelines to attract and retain a diverse workforce with the skills necessary to fulfill our mission.

Objective: *By FY 2026, NARA will increase the frequency of effective coaching that employees receive by 50 percent to improve performance, retention, and relationships across the organization.*

Description of measure: NARA must have a cadre of skilled leaders in both supervisory and non-supervisory positions to fulfill the agency’s mission and effectively transition to a fully electronic environment. Effective coaching is a critical success factor in building a workplace culture of strong organizational and individual performance, employee development, and working relationships that instill a sense of pride and inclusiveness. NARA invests in leadership development activities to ensure the agency has a diverse pool of competent leaders with appropriate technical skills and experience.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Annual increase the agency-wide average frequency of coaching above baseline	<i>Target</i>	—	—	—	Baseline	13%	25%
	<i>Actual</i>	—	—	—	—		
Percent of new supervisors trained in effective coaching techniques	<i>Target</i>	—	—	—	70%	75%	85%
	<i>Actual</i>	—	—	—	88%		
Percent of supervisors and team leads trained in effective coaching techniques	<i>Target</i>	—	—	—	—	10%	30%
	<i>Actual</i>	—	—	—	7%		
Percent of employees at all grade levels who participated in group coaching	<i>Target</i>	—	—	—	1%	5%	10%
	<i>Actual</i>	—	—	—	12%		

Performance summary: Effective coaching is a key component of a culture of strong performance, consistent employee development, and working relationships that instill a sense of pride and inclusiveness. To improve coaching effectiveness and frequency, several interventions will be applied. These include training and coaching for supervisors and team leads. Some of this training is already in place in a workshop series for new supervisors through the supervisor development program. Other training, activities, and support will be added for

employees including self-awareness, coaching readiness, and giving and receiving feedback.

In FY 2023, NARA will assess improvements against a baseline measure to determine the impact of training and the focus on coaching and employee perception on the effectiveness of coaching. NARA will also create coaching awareness and training. A question will also be included on the EVS to ensure that employees and supervisors have an opportunity to provide feedback on coaching at NARA. NARA plans to expand its offering of coaching workshops each year to all supervisors and team leads in FY 2023.

Objective: *By FY 2026, NARA will increase the diversity of employees in mission critical occupations for GS-12 and above positions to mirror the Civilian Labor Force (CLF).*

Description of measure: NARA must have a highly qualified, highly motivated, and diverse workforce to achieve the agency’s strategic goals and objectives. Workplace diversity is proven to offer employees a better sense of community, increased employee engagement, and a more positive workplace culture. In addition, a more diverse workforce is more resilient and agile, which are critical characteristics that will help NARA to transition to a fully electronic government.

NARA’s workforce is generally very diverse in total; however, mission critical occupations such as archivist and archives specialist are less diverse at higher grade levels. NARA will address these gaps with recruitment and internal promotion strategies. To develop new recruitment pipelines, NARA will build new relationships with educational institutions and professional organizations that represent underserved communities. NARA will also leverage technology platforms to expand the scope of recruitment activities. NARA will also explore available hiring flexibilities to provide hiring managers with expedited options to hire qualified candidates for entry level, journey level, and senior positions in the agency.

NARA’s long-term goal is to increase representation in mission-critical occupations for General Schedule (GS) grade 12 and above positions to equal 100% of representation in the Civilian Labor Force (CLF) for major race / national origin and gender groups by FY 2026.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Diversity of employees in mission critical occupations for GS-12 and above positions as a percentage of the Civilian Labor Force (CLF).	<i>Target</i>	—	—	—	—	Baseline	25% of CLF
	<i>Actual</i>	—	—	—	—		
<i>Virtual job fairs conducted (annual)</i>	<i>Target</i>	—	—	—	2	2	2
	<i>Actual</i>	—	—	—	—		

Performance Summary: NARA is working to ensure the diversity of interview panels, increase the diversity pool of applicants through outreach to minority and underrepresented groups serving organizations, and coordinating with the Department of Veterans Affairs to increase the number of veterans, military spouses, and disabled personnel to impact the diversity of the agency at all levels, especially at higher grade levels.

As part of its outreach approach, NARA has been contacting colleges and universities and created a repository of all contacts within these entities who will be participating in the Pathways programs. This approach aims at creating close relationships with educational organizations located within local commuting areas of multiple NARA locations where students and recent graduates may consider joining NARA as either interns or employees. Through the Pathways outreach process, NARA will also establish relationships with Historically Black Colleges and Universities (HBCUs) and other minority serving organizations focusing on supporting underrepresented communities.

In FY 2023, NARA will complete a thorough analysis of workforce demographics to determine where gaps exist. NARA will assess usage of other hiring flexibilities to maximize its greatest flexibility and drive a diverse candidate pool. Additionally, NARA will establish a centralized internship program for both paid and unpaid internships. NARA will create equitable interview and hiring practices training to mitigate bias and to ensure all candidates receive equitable opportunities. In FY 2024, NARA will launch a robust Pathways program designed to provide opportunities for employment at lower grades. NARA will also establish partnerships with affinity-based institutions to drive a diverse talent pool.

Objective: By FY 2026, NARA will increase the number of employees who agree that the agency provides career advancement opportunities by 50 percent.

Description of measure: NARA employees must see reasonable and achievable paths to rewarding and productive careers to engage in their work and build an inclusive workplace. NARA must provide employees with a roadmap that allows them to plan their careers, as well as training and experiential learning opportunities to develop skills needed for career progression. NARA must establish an equitable method to cultivate qualified internal candidates for future vacancies and leadership pipelines for succession planning.

NARA will analyze qualifications and competencies needed for NARA positions in all job series. NARA will assess career ladders to ensure that all employees have real opportunities for advancement. NARA will review vacancy announcements to ensure that competencies are appropriately captured and communicated, and that educational requirements are not required if the necessary competencies can be demonstrated through experience. NARA will develop new training and certification opportunities so that employees can demonstrate mastery of required competencies. NARA will expand leadership training to non-supervisors to allow motivated employees opportunities to prepare for future responsibilities and self-identify for inclusion in leadership pipelines for succession planning.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
Employees believe the agency provides career advancement opportunities as demonstrated in EVS item (67).	<i>Target</i>	—	—	—	Baseline	35%	40%
	<i>Actual</i>	—	—	—	68%		

Performance Summary: NARA will foster a culture of continuous learning in an inclusive, equitable environment. Annually, NARA will assess the training needs of employees interested in advancing to positions in mission critical occupations to ensure equity in NARA’s diverse workforce. Employees will be equipped with the skills, knowledge and competencies that provide equitable opportunities for upward mobility.

NARA is working to identify career development opportunities through career pathing that will equip employees with the understanding of the knowledge, skills, and experiences required to move into a vertical, lateral, and cross-functional career. We will develop agency-wide career maps by analyzing and documenting current organizational career paths, capturing the job series, and outlining the OPM required qualifications and needed competencies for those job series. The analysis will include identifying the associated professional, administrative, technical, and clerical position designation types. These actions support the strategic objective by providing employees the tools and education regarding career paths and the associated position requirements.

Once the career roadmaps have been established and competencies needed for each position, employees will need to understand their skill gaps to help them prepare to navigate their career paths. By assessing training needs and providing training and support solutions, employees will be better equipped to close skill gaps to be ready for current and future positions. NARA will establish an equitable method and process to develop critical positions and leadership pipelines that will ensure continuity of operations.

In FY 2023, NARA will assess its current data set to identify job series, grade, and full performance levels. In FY 2024, NARA will capture associated OPM qualification, specialized experience, and/or competencies for identified job series and grades. NARA will use this information to conduct a gap analysis.

Objective: *By FY 2026, NARA will foster a culture that encourages civil interaction, equity, and inclusion that allows employees to feel connected to the agency’s mission and contribute to their full potential.*

Description of measure: NARA must provide all employees with a safe and supportive, equitable, and inclusive work environment. NARA is committed to the principles of Diversity, Equity, Inclusion, and Accessibility (DEIA) and fair treatment of employees at all times. NARA promotes collaborative, civil interactions and has established expectations for civility in the workplace.

NARA will create a workplace culture that is diverse, inclusive, respectful, and welcoming for all employees. NARA will continue to provide visible leadership support for DEIA programs. NARA will promote DEIA education and training and implement a communications strategy

that elevates DEIA as a key strategic priority. NARA will partner with the Union to develop new working groups and other opportunities for employees to participate in agency decision-making.

Performance Measure	Year	2019	2020	2021	2022	2023	2024
EVS Diversity Index score.	<i>Target</i>	—	—	—	Baseline	54%	58%
	<i>Actual</i>	—	—	—	73%		

Performance Summary: NARA is collaborating with USAID and OPM to provide DEIA training for NARA staff through the Respectful, Inclusive, and Safe Environments (RISE) curriculum. NARA is currently training staff to deliver RISE training to their peers. The training process involves inviting selected NARA work units of 15 to 25 employees to attend a series of twelve workshops conducted over 16 weeks. The aim is to use the policy and expectations cornerstones within and coupled with the training to help teams develop practices to recognize and act within the framework of these commitments. While participation in the training program is not compulsory, participation in early workshops has been high. Volunteers from across the agency support delivery of the workshops. The inclusion of volunteers provides champions for supportive, equitable, and inclusive environments with the opportunity to develop new skills while contributing to moving the agency forward.

The RISE program has strong leadership support. NARA anticipates reaching up to 500 employees, around 20 percent of the agency employee count, each year using this team-based, opt-in training program.

In FY 2024, NARA will develop a DEIA dashboard and scorecard to monitor and evaluate progress to ensure transparency and accountability.

Federal Records Management Programs

This section reports on the annual results of NARA's records management activities in compliance with [44 U.S.C §2904\(c\)\(8\)](#).

OMB/NARA Memorandum, Transition to Electronic Records (M-23-07)

In December 2022, OMB and NARA issued the joint memorandum M-23-07, Update to Transition to Electronic Records. This memorandum directs all federal agencies to ensure that federal records are created, retained, and managed in electronic formats, with appropriate metadata, by June 30, 2024.

NARA received several exception requests from agencies related to M-23-07, including those related to agency concerns about physically accessing records in offices or other storage locations. NARA tracked, reviewed, and prepared potential responses to these exception requests for OMB review. NARA will provide responses to agencies in FY 2023 once issues related to extending the target dates are resolved and OMB coordination is complete.

Records Management Oversight and Reporting

NARA's [Records Management Oversight and Reporting web pages](#) provide comprehensive information about our oversight activities. In FY 2022, NARA conducted the following oversight projects:

- **Federal Agency Records Management Annual Report.** In 2022, NARA required three related but separate submissions for 2021 federal agency records management programs and activities:
 - Senior Agency Official for Records Management Reports
 - Records Management Self-Assessment
 - Federal Electronic Records and Email Management Maturity Reports.

NARA reviewed the submissions and issued a consolidated report with analysis on the state of federal records management programs. The [consolidated report](#) is available on NARA's website.

- **Records management inspections.** NARA inspects the records management programs of federal agencies under the authority of 44 U.S.C §2904(c)(7) and §2906.

In FY 2022, NARA completed inspections of the following agencies and topics. The final inspection reports have been posted to our [Records Management Inspections](#) website:

- American Battle Monuments Commission
- Permanent Records Regulatory Records
- Records Management Practices of Executive Secretariats
- Farm Credit Administration
- Permanent Records of Selected Bureaus and Offices of the Department of Treasury
- Permanent Records of Selected Bureaus and Offices of the Department of Agriculture

Monitoring and follow-up. Following the issuance of final inspection reports, NARA requires agencies to prepare corrective action plans with measurable action items and milestones. NARA monitors progress via agency-submitted progress reports until all actions are completed. During FY 2022, NARA tracked 591 individual recommendations and 193 of those recommendations were closed.

- **Records management assessments.** An assessment is an evaluation of a specific records management topic, issue, or activity affecting RM processes, procedures and policies. Assessments are useful for both NARA and federal agencies to evaluate records management practices and inform guidance, policy, training, and tools. In FY 2022, NARA completed the following four topical assessments.
 - Records of Collaborative Tools in Use by Federal Agencies
 - Agency On-boarding and Off-boarding Process
 - Agency Chief Data Officer Coordination with Records Management Programs
 - Federal Agency Implementation of Records Schedules with Selection Criteria.

Published [Assessment reports](#) are available on NARA's website.

- **Electronic records systems audits.** The Office of the Chief Records Officer, Systems Analysis Team, developed baseline standards and procedures for conducting audits of electronic records systems. The Team began auditing in FY 2022 with its first report expected to be published in FY 2023.
- **Alleged Unauthorized Disposition of Federal Records.** Under 44 U.S.C. §3106 and 36 CFR §1230, federal agencies are required to notify NARA of any alleged unauthorized disposition of the agency's records. NARA also receives notifications from other sources such as the news media and private citizens. NARA tracks each allegation and communicates with the agency until the issue is resolved. To support transparency and open government, specific information about each case, including the findings, of [alleged unauthorized disposition of federal records](#) is available on NARA's website.

NARA Records Management Training for Agencies

In FY 2022, NARA's Records Management Training Program in the Office of the Chief Records Officer continued to leverage online learning technology to provide agency records officers with the Agency Records Officer Credential (AROC). NARA also increased role-based training materials for records custodians, records liaisons, and agency records officers, which are available on NARA's website at: <https://www.archives.gov/records-mgmt/training>.

In FY 2022, 57 agency records officers (AROs) were enrolled in the AROC program. NARA training staff were designated as mentors to assist each agency records officer working through the AROC curriculum. NARA support also included weekly sessions to address any questions on assignments and key concepts. The AROC was awarded to 42 AROs in FY 2022. Of those who participated in the training and received their credential, 96 percent of participants were "satisfied" or "strongly satisfied" with their experience. One hundred percent of those who received their credential and used an AROC mentor throughout the process reported a positive experience.

NARA's [Records Management Instruction Support](#) (ReMIS) services provided the customized eLearning course RM Fundamentals for agencies to train their staff. In FY 2022, ReMIS completed 34 individual requests from 30 agencies—19 of the agencies previously used ReMIS services. NARA developed and delivered 13 versions of RM Fundamentals to agencies for training their staff.

Records Management Policy

Capstone Resubmission. In April 2022, NARA issued [NARA Bulletin 2022-02: Resubmission of Capstone Forms](#). This guidance established a resubmission cycle for agencies using GRS 6.1 to manage their email records. This GRS provides disposition authority for agencies to destroy temporary emails and transfer permanent emails to NARA, based on the role or position of the employee. Capstone officials are permanent; all others are temporary. To use GRS 6.1, agencies submit a form NA-1005. This bulletin requires agencies to resubmit that form every four years, starting in January 2023. This guidance helps NARA ensure that email management practices in agencies stay current over time and reflect any organizational changes that may have occurred. The bulletin better positions NARA to certify any changes to the records schedules for federal agency email. Additionally, in FY 2022, NARA worked on guidance to expand the use of GRS 6.1 to cover electronic messages as well as email. This guidance will be issued in FY 2023 and will coincide with the resubmission process.

FERMI

In FY 2022, NARA's Federal Electronic Records Modernization Initiative (FERMI) continued to serve as NARA's comprehensive government-wide strategy for procuring records management solutions and services. Included in this work is maintaining the [Electronic Records Management Federal Integrated Business Framework](#). In addition, FERMI partners with the General Services Administration Multiple Awards Schedule team to [identify vendors](#) capable of providing electronic records management services to the federal government.

Records Management Standards

International and national standards provide requirements, guidelines, and direction for many disciplines related to information governance. By participating in and influencing the development of standards for electronic records management, NARA supports the adoption of widely recognized approaches, system capabilities, record types, formats, and metadata across the federal government.

International Records Management Standards. In FY 2022, NARA staff participated in the International Organization for Standardization (ISO) technical committees TC 46/SC 11 (archives/records management), TC 171 (document management applications), and TC 42 Joint Working Group 26 (imaging system capability qualification for archival recording and approval). NARA staff held several roles in TC 46/SC 11. NARA staff served on the SC 11 Advisory Group and Planning Task Force. NARA staff also served on working groups on issues and considerations for managing records in structured data environments, metadata, and management systems for records.

PDF Standards. NARA staff served as the Convenor for the working group on development of the PDF/A (archiving) standard. NARA staff participated as technical experts on the working groups for the PDF/E (engineering) standard; PDF specifications; PDF and universal

accessibility; file format guidelines; electronic document management (EDMS) guidelines; and metadata.

Records Management Outreach

Outreach Events. NARA's primary outreach activity for the federal records management community is the Agency Services Bimonthly Records and Information Discussion Group (BRIDG) meeting streamed live on YouTube. BRIDG meetings inform agencies of news from the Federal Records Centers Program as well as updates on federal records management reporting, policy, scheduling, and training. In FY 2022, NARA hosted five BRIDG meetings, including a special March meeting featuring a conversation with the then Archivist of the United States, David S. Ferriero. NARA also hosted five meetings of the Federal Records Management Council, an interagency council that provides input, advice, and recommendations to NARA on records management issues. Finally, NARA hosted two webinars for agency staff that drew hundreds of participants. In November 2021, we held a webinar on cloud transfers of permanent records with several panelists from NARA programs. In April 2022, we held a webinar on how to transfer classified records stored in Federal Records Centers to NARA as part of the annual move process.

External Engagement. In FY 2022, NARA participated in 45 outreach events, including speaking at conferences hosted by professional organizations and workshops hosted by media and vendor groups. These presentations communicated the importance of transitioning to a fully digital government and electronic records management.

Microsoft Engagement. During FY 2022, NARA continued to manage a Microsoft 365 user community of nearly 500 agency records and information staff. NARA held monthly meetings that included presentations from agency experts as well as Microsoft experts. The success of this engagement has led to several resources for agencies looking to implement electronic records management within the Microsoft 365 platform.

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NARA will stop accepting analog records as of June 30, 2024. The following legislative changes would facilitate implementation and improve the outcome. These changes would provide the Archivist of the United States with the authority to force action on records that are past their disposition date or currently unscheduled and do not have a disposition date, and to unilaterally dispose of archival records in NARA's legal custody.

Proposed Legislative Change

Sec. XXX. Title 44, United States Code, is amended as follows:

- (a) In subsection (a)(2) of section 2107, strike "the head of such agency has certified in writing to the Archivist" and substitute "the Archivist determines, after consulting with the head of such agency."
- (b) In subsection (d) of section 2904, strike the first instance of "digital or electronic".
- (c) In subsection (e) of section 3303a, strike "the written consent of" and substitute "advance notice to".
- (d) In section 3308, strike "empower" and substitute "direct".

Red-line and Section-by-Section Analysis

Provision	Analysis
<p>§ 2107. Acceptance of records for historical preservation</p> <p>(a) In General.—When it appears to the Archivist to be in the public interest, the Archivist may—</p> <p>(2) direct and effect the transfer of records of a Federal agency determined by the Archivist to have sufficient historical or other value to warrant their continued preservation by the United States Government to the National Archives of the United States, as soon as practicable, and at a time mutually agreed upon by the Archivist and the head of that Federal agency not later than thirty years after such records were created or received by that agency, unless the head of such agency has certified in writing to the Archivist <u>the Archivist determines, after consulting with the head of such agency,</u> that such records must be retained in the custody of such agency for use in the conduct of the regular business of the agency;</p>	<p>This change would permit the Archivist of the United States to unilaterally take legal custody of <i>permanent records</i> that are past their scheduled disposition date but have not been voluntarily transferred to NARA by the originating agency.</p> <p>NARA currently stores approximately 27 million cubic feet of other agencies' records in the Federal Records Centers Program. Approximately 2 million cubic feet are either past their scheduled disposition date or not scheduled at all. If NARA had the authority to unilaterally adjudicate those records (including transferring them to NARA's legal custody), customer Federal agencies could save as much as \$10 million per year.</p>
<p>§ 2904. General responsibilities for records management</p> <p>(d) The Archivist shall promulgate regulations requiring all Federal agencies to transfer all digital or electronic records to the National Archives of the United States in digital or electronic form to the greatest extent possible.</p>	<p>This change would support the transition to fully digital government by directing the Archivist of the United States to establish regulations requiring the transfer of <i>all</i> records to the National Archives in digital or electronic form, to the fullest extent possible.</p>

Provision	Analysis
<p>§ 3303a. Examination by Archivist of lists and schedules of records lacking preservation value; disposal of records</p> <p>(e) The Archivist may approve and effect the disposal of records that are in the Archivist's legal custody, provided that records that had been in the custody of another existing agency may not be disposed of without the written consent of advance notice to the head of the agency.</p>	<p>This change would permit the Archivist of the United States to unilaterally dispose of <i>archival records</i> that no longer have historical value. Because NARA must provide for the continued storage and maintenance of these records, agencies have little incentive to concur in NARA disposal requests. As a result, NARA is currently spending resources to store records in our legal custody of which we would otherwise dispose.</p> <p>With the authority to unilaterally dispose of archival records, NARA could free up additional storage space and avoid future costs necessary to acquire new storage space for newly transferred records.</p>
<p>§ 3308. Disposal of similar records where prior disposal was authorized</p> <p>When it appears to the Archivist that an agency has in its custody, or is accumulating, records of the same form or character as those of the same agency previously authorized to be disposed of, he may empower direct the head of the agency to dispose of the records, after they have been in existence a specified period of time, in accordance with regulations promulgated under section 3302 of this title and without listing or scheduling them.</p>	<p>This change would permit the Archivist of the United States to direct agencies to dispose of <i>temporary records</i> that are past their scheduled disposition date and <i>unscheduled records</i> that would be temporary if they had been appropriately scheduled.</p> <p>NARA currently stores approximately 27 million cubic feet of other agencies' records in the Federal Records Centers Program. Approximately 2 million cubic feet are either past their scheduled disposition date or not scheduled at all. If NARA had the authority to unilaterally adjudicate those records (including by ordering their disposal), customer Federal agencies could save as much as \$10 million per year.</p>

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National Archives and Records Administration
Resources for Cyber Activities
(Dollars in Thousands)

Framework Function	Function & Capability	FY 2024 Request
Identify	Identify: Authorization and Policy	\$4,287.0
	Identify: Continuous Diagnostics and Mitigation (CDM)	\$849.0
	Identify: Non-CDM Information Security Continuous Monitoring (ISCM)	\$590.0
	Identify: Other Identify Capabilities	\$120.0
Identify Total		\$5,846.0
Protect	Protect: Cloud Security	\$1,196.0
	Protect: Credentialing and Access Management	\$10,448.0
	Protect: Data Safeguarding	\$166.0
	Protect: Other Protect Capabilities	\$50.0
	Protect: Secure Data Transmission	\$249.0
	Protect: Security Log Management	\$166.0
	Protect: Security Training	\$318.0
	Protect: System Security Testing and Analysis	\$613.0
Protect Total		\$13,206.0
Detect	Detect: Anti-Phishing and Malware Defense	\$469.0
	Detect: Endpoint Detection and Response	\$48.0
	Detect: Intrusion Prevention	\$929.0
Detect Total		\$1,446.0
Respond	Respond: Incident Management and Response	\$678.0
	Respond: Prosecution & Investigation of Cyber Intrusions	\$46.0
Respond Total		\$724.0
Recover	Recover: Incident Notification	\$304.0
	Recover: Incident Recovery	\$60.0
Recover Total		\$364.0
Grand Total		\$21,586.0