
National Archives and Records Administration



NATIONAL
ARCHIVES

FY 2015

CONGRESSIONAL JUSTIFICATION

March 10, 2014

National Archives and Records Administration

SUMMARY of the FY 2015 REQUEST

Fiscal Year 2015 Budget Request

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Summary of the Request

The FY 2015 budget of the National Archives and Records Administration (NARA) requests \$377 million in discretionary appropriations. This is a decrease of \$9.9 million from the FY 2014 enacted level. Within the aggregate request, \$360 million is requested for the Operating Expenses appropriation, \$4.1 million is requested for the NARA Office of Inspector General, \$7.6 million is requested for Repairs and Restoration of NARA-owned buildings, and \$5 million is requested for the National Historical Publications and Records Commission (NHPRC) Grants Program.

Appropriations Request

(Dollars in Thousands)

	FY 2013 Sequester	FY 2014 Enacted	FY 2015 Request
Operating Expenses Appropriation	\$ 353,774	\$ 370,000	\$ 360,000
Office of Inspector General	3,886	4,130	4,130
Repairs and Restoration	8,624	8,000	7,600
NHPRC Grants Program	4,738	4,500	5,000
Total Appropriations Request	\$ 371,022	\$ 386,630	\$ 376,730

NARA's budget requests \$357 million in net budget authority. NARA net budget authority is calculated as the appropriation request, minus amounts used for repayments of principal on debt held by the public that was used to finance the construction of the National Archives facility at College Park, MD. Repayments of principal are provided from the Operating Expenses appropriation. For FY 2015, this amount totals approximately \$19.5 million. NARA will complete repayment on this debt in FY 2019.

Summary of Discretionary Budget Authority

(Dollars in Thousands)

	FY 2013 Sequester	FY 2014 Enacted	FY 2015 Request
Operating Expenses:			
<i>Operating Expenses Appropriation</i>	\$ 353,774	\$ 370,000	\$ 360,000
<i>Redemption of Debt</i>	<u>-16,521</u>	<u>-17,955</u>	<u>-19,514</u>
Operating Expenses Net Budget Authority	\$ 337,253	\$ 352,045	\$ 340,486
Office of Inspector General	3,886	4,130	4,130
Repairs and Restoration	8,624	8,000	7,600
NHPRC Grants Program	4,738	4,500	5,000
NARA Discretionary Budget Authority	\$ 354,501	\$ 368,675	\$ 357,216

Operating Expenses

NARA requests an appropriation of \$360 million for Operating Expenses in FY 2015, a reduction of -\$10 million and -17 Full-Time Equivalents (FTE) from the FY 2014 enacted level. NARA's request makes significant reductions to support activities in order to preserve funding for core mission functions.

NARA's FY 2015 request for Operating Expenses includes a net of \$1,445 thousand for the FY 2015 pay raise and the annualization of the FY 2014 pay raise, in addition to the following program changes:

- (1) *-\$5,428 thousand and -19 FTE in program efficiency savings from NARA's extended hiring freeze, increased controls over business travel, and other spending reductions;*
- (2) *-\$5,211 thousand in savings from reduced maintenance and reduced building services at National Archives facilities;*
- (3) *-\$1,116 thousand and -2 FTE in savings from closing the National Archives at Anchorage, AK and lease consolidation initiatives in Philadelphia, PA and Washington, DC;*
- (4) *-\$315 thousand in reductions to programs that support civic literacy;*
- (5) *+\$125 thousand and 2 FTE to begin preparing for the next Presidential Transition; and*
- (6) *+\$500 thousand and 2 FTE to enhance protection of NARA classified and sensitive records from insider threats.*

Office of Inspector General

NARA requests \$4.1 million for the Office of Inspector General (OIG) in FY 2015, the same amount as the FY 2014 enacted level. The request provides for the cost of the FY 2015 pay raise, annualization of the FY 2014 pay raise, and 2 new FTE from within base funding. Funds requested in FY 2015 are essential to assure the integrity of NARA programs, ensure that NARA fulfills its responsibilities to safeguard and preserve Federal records, and combat fraud, waste, and abuse.

Repairs and Restoration

NARA requests \$7.6 million for Repairs and Restoration of NARA-owned Federal buildings in FY 2015. This is a decrease of -\$400 thousand from the FY 2014 enacted level. Funds requested in FY 2015 will provide for renovations to NARA-owned buildings necessary to maintain health and safety standards for the occupants, preserve archival documents stored in NARA facilities, and protect the value of government real property assets.

NHPRC Grants Program

NARA requests \$5 million for the National Historical Publications and Records Commission (NHPRC) Grants Program in FY 2015, an increase of \$500 thousand from the FY 2014 enacted level. Additional funding requested in FY 2015 will allow NARA to support new projects that promote digital government strategies and principles of openness and transparency at non-Federal archives and records repositories across the United States.

NARA Mission, Vision, and Goals

The FY 2015 budget request fully supports NARA's new FY 2014 – FY 2018 Strategic Plan. NARA's Strategic Plan establishes a new vision, mission, and strategic goals that set a clear direction for the agency: Provide public access to government records. This new strategic framework reinforces the continuing value of traditional functions, such as records management and preservation, while adding context and a higher purpose for those activities. NARA has established a single, overarching goal of "public access" in order to drive greater efficiency and effectiveness in agency operations through increased coordination between programs, better prioritization of activities, and improved resource allocations.

Mission

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

NARA's mission is to provide public access to Federal Government records in its custody and control. Public access to government records strengthens democracy by allowing Americans to claim their rights of citizenship, hold their government accountable, and understand their history so they can participate more effectively 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 American experience.

NARA's vision is to transform the American public's relationship with their government. NARA will collaborate with other Federal agencies, the private sector, and the public to offer information – including records, data, and context – when, where and how it is needed. We will lead the archival community and information management professions to ensure that archives thrive in a digital world.

Values

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

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

Strategic Goals

- ***Make Access Happen.***—NARA will make all records available to the public in digital form to ensure that anyone can explore, discover, and learn from NARA holdings.
- ***Connect with Customers.***—NARA will improve internal and external customer engagement to cultivate and sustain public participation.
- ***Maximize NARA's Value to the Nation.***—NARA will reform and modernize records management policies and practices within the Federal government to effectively support the transition to digital government; and will drive public and commercial use and re-use of NARA records to create measurable economic activity.
- ***Build Our Future Through Our People.***—NARA will create and sustain a culture of empowerment, openness, and inclusion; and ensure that NARA has a diverse workforce with the skills necessary to fulfill the agency's mission

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.

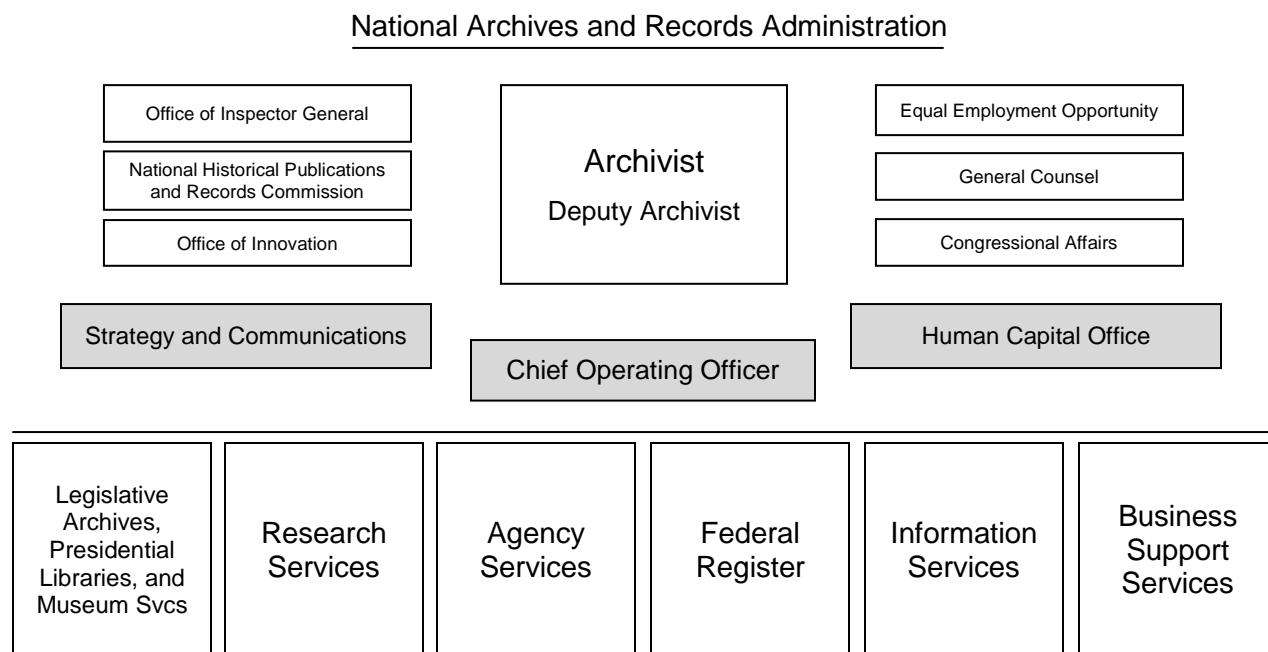
Transformational Outcomes

- ***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.

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

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. The structure deliberately creates interdependencies between organizational units, to eliminate duplication of processes and resources, create a more flexible and adaptable organization, and promote shared accountability for the performance of the agency as a whole.



- *Legislative Archives, Presidential Libraries, and Museum 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.
- *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.
- *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.
- *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.
- *Information Services* and *Business Support Services* improve NARA's efficiency and effectiveness by providing tools, services, facilities, and expertise that support agency operations.

National Archives and Records Administration
Summary of the FY 2015 Request

Summary of Requested Appropriations Action
(Dollars in Thousands)

	FY 2013 Sequester	FY 2014 Enacted	FY 2015 Request
Operating Expenses:			
Legislative, Presidential, and Museum Services	\$ 103,989	\$ 105,770	\$ 104,551
Citizen Services	96,548	101,010	99,590
Agency and Related Services	76,195	81,688	80,249
Facility Operations	77,042	81,532	75,610
Total Appropriation	\$ 353,774	\$ 370,000	\$ 360,000
<i>Redemption of Debt</i>	<u>-16,521</u>	<u>-17,955</u>	<u>-19,514</u>
<i>Net Budget Authority</i>	\$ 337,253	\$ 352,045	\$ 340,486
Office of Inspector General	3,886	4,130	4,130
Repairs and Restoration	8,624	8,000	7,600
NHPRC Grants Program	4,738	4,500	5,000
Total Appropriations Request	\$ 371,022	\$ 386,630	\$ 376,730
<i>Discretionary Net Budget Authority</i>	\$ 354,501	\$ 368,675	\$ 357,216
Full-Time Equivalents (FTE)	3,023.0	3,036.0	3,018.0

National Archives and Records Administration
 Summary of the FY 2015 Request

Total Discretionary Obligations by Object Classification
 (Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
11.1 Full-time, permanent.....	\$ 129,055	\$ 131,233	\$ 132,623
11.3 Other than full-time permanent.....	1,049	1,012	1,012
11.5 Other personnel compensation.....	1,646	1,647	1,648
11.8 Special personal services payments.....	58	59	59
12.1 Civilian personnel benefits.....	38,497	39,270	39,819
13.0 Benefits for former personnel.....	160	160	160
21.0 Travel and transportation of persons.....	732	943	930
22.0 Transportation of things.....	636	237	236
23.1 Rental payments to GSA.....	6,775	6,783	5,637
23.2 Rental payments to others.....	2,252	1,027	1,027
23.3 Communications, utilities, and misc. charges.....	14,335	14,336	13,374
24.0 Printing and reproduction.....	789	790	754
25.1 Advisory and assistance services.....	27,242	20,025	18,974
25.2 Other services from non-Federal sources.....	21,611	20,914	19,412
25.3 Other goods and services from Federal sources	17,668	17,679	16,662
25.4 Operation and maintenance of facilities.....	34,090	34,111	29,659
25.5 Research and development contracts.....	185	185	185
25.7 Operation and maintenance of equipment.....	30,738	37,009	36,993
26.0 Supplies and materials.....	2,975	2,961	2,937
31.0 Equipment.....	18,048	14,778	13,058
32.0 Land and structures.....	13,227	11,966	8,350
41.0 Grants, subsidies, and contributions.....	5,500	4,945	5,000
42.0 Insurance claims and indemnities.....	69	0	0
43.0 Interest and dividends.....	12,450	11,016	9,457
94.0 Financial transfers.....	16,521	17,955	19,514
99.0 Obligations, appropriated.....	\$ 396,308	\$ 391,041	\$ 377,480
<i>Subtotal, PC&B.....</i>	<i>170,465</i>	<i>173,381</i>	<i>175,321</i>
<i>Subtotal, non-labor.....</i>	<i>225,843</i>	<i>217,660</i>	<i>202,159</i>

Note: FY 2013 actual obligations include obligations of available balances from prior year appropriations.

National Archives and Records Administration

OPERATING EXPENSES

Fiscal Year 2015 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, **\$360,000,000.**

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 Office of Presidential Materials, which provide records management services to Congress and the White House; the Presidential Libraries of thirteen 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, on-line 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, including interest payments and repayments of principal on debt associated with construction of the National Archives building at College Park, MD. Appropriations for repayments of principal (“redemption of debt”) are excluded from NARA budget authority.

Explanation of Changes
 (Dollars in Thousands)

	<u>FTE</u>	<u>Budget Authority</u>
FY 2014 Enacted level.....	1,638.0	\$ 370,000
FY 2015 Appropriation request.....	<u>1,621.0</u>	<u>360,000</u>
Net Change.....	-17.0	-\$ 10,000
<hr/>		
	<u>FTE</u>	<u>Budget Authority</u>
Maintaining Current Levels:		
FY 2015 pay raise and annualization of FY 2014 pay raise		\$ 1,445
Program Decreases:		
Program efficiency savings	-19.0	-\$ 5,428
Savings from reduced maintenance and fewer services at National Archives facilities		-5,211
Real property consolidation savings	-2.0	-1,116
Reduce civic literacy programs	—	<u>-315</u>
Subtotal, Program Decreases.....	-21.0	-\$ 12,070
Program Increases:		
Begin preparation for the FY 2017 Presidential Transition	2.0	\$ 125
Enhance protection of NARA records from insider threats	<u>2.0</u>	<u>500</u>
Subtotal, Program Increases.....	4.0	\$ 625
Net Change.....	-17.0	-\$ 10,000

Reimbursable Programs: In FY 2015, NARA anticipates providing reimbursable services to other Federal agencies in the amount of \$1,562 thousand and 23 FTE. Reimbursable records services include preparing reproductions of archival documents, records management training and workshops, declassification services, and other, related projects.

The FY 2015 budget requests an appropriation of **\$360,000 thousand and 1,621 FTE** for NARA Operating Expenses. This reflects a net decrease of -\$10,000 thousand and -17 FTE from the FY 2014 enacted level, which is the result of the following changes:

- (1) An increase of \$1,445 thousand, to provide for the FY 2015 pay raise (1.0 percent) and the annualization of the FY 2014 pay raise (1.0 percent).
- (2) Program reductions totaling -\$12,070 thousand and -21 FTE, including:
 - -\$5,428 thousand and -19 FTE in program efficiency savings, including salary and FTE savings from NARA’s two-year hiring freeze, reductions to cut travel spending to a level that is 63 percent below FY 2010 levels, and a number of smaller reductions to activities not directly focused on program delivery.
 - -\$5,211 thousand in reductions to operations and maintenance of National Archives facilities nationwide. Savings will come from reducing hours of operation at archival facilities, reducing landscaping and janitorial services, reducing funds allocated for minor building repairs, and reducing utility costs due to improved building energy efficiency.
 - -\$1,116 thousand and -2 FTE in reductions from consolidating real property. Savings will come from closing a National Archives facility in Anchorage, AK, consolidating multiple leases in Philadelphia, PA into a single facility, and moving the Office of the Federal Register out of leased space and into the Government Printing Office headquarters building in Washington, DC.
 - -\$315 thousand to reduce programs that promote civic literacy. NARA will end certain on-line and physical museum exhibits, reduce spending on education programs, and end Federal funding of the July 4th celebration at the National Archives in Washington, DC.
- (3) Program increases of \$625 thousand and 4 FTE in program increases, including:
 - \$125 thousand and 2 FTE to begin preparing for the FY 2017 Presidential Transition. The funds requested would allow NARA to fulfill the responsibilities assigned to the Archivist of the United States by the Presidential Records Act (44 USC §§ 2201–2207). In Summer 2015, NARA will begin to accept Presidential records and artifacts, acquire temporary storage space for those materials, and participate in the physical transfer of Presidential materials to the National Archives in Washington, DC.
 - \$500 thousand and 2 FTE to support the mission of the National Insider Threat Task Force (NITTF), including implementing new standards for protecting NARA classified materials and monitoring classified computer networks.

National Archives and Records Administration
Operating Expenses

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
Transfer in from trust fund accounts ¹	\$ 500	\$ 0	\$ 0
Transfer in of prior year unobligated balance ²	\$ 211	\$ 0	\$ 0
Discretionary authority:			
Annual appropriation.....	\$ 372,553	\$ 370,000	\$ 360,000
Joint Committee Sequestration ³	-\$ 18,779	\$ 0	\$ 0
Net Discretionary authority	\$ 353,774	\$ 370,000	\$ 360,000
Reimbursable authority:			
New spending authority collected.....	\$ 1,553	\$ 1,546	\$ 1,562
Change in uncollected payments.....	\$ 20	\$ 0	\$ 0
Subtotal, reimbursable authority.....	\$ 1,573	\$ 1,546	\$ 1,562
Unobligated balance, expiring.....	-\$ 550	\$ 0	\$ 0
Unobligated balance, reimbursable.....	-\$ 19	\$ 0	\$ 0
Total obligations.....	\$ 355,489	\$ 371,546	\$ 361,562
Obligations, appropriated	\$ 353,935	\$ 370,000	\$ 360,000
Obligations, reimbursable.....	\$ 1,554	\$ 1,546	\$ 1,562
<i>Net outlays</i>	<i>\$ 340,137</i>	<i>\$ 343,538</i>	<i>\$ 320,256</i>

Notes:

1. 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. In accordance with Section 609, Division C, P.L. 112-74, NARA requested and was approved to transfer 50 percent of the total unobligated balance remaining as of September 30, 2012, making those funds available for obligation in FY 2013.

3. In accordance with the Sequestration Order signed by the President on March 1, 2013 and required by section 251A of the Balanced Budget and Emergency Deficit Control Act, as amended (2 U.S.C. § 901a), NARA discretionary appropriations were reduced by 5 percent.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
11.1 Full-time, permanent.....	\$ 126,851	\$ 128,673	\$ 129,875
11.3 Other than full-time permanent.....	1,049	1,012	1,012
11.5 Other personnel compensation.....	1,495	1,496	1,496
11.8 Special personal services payments.....	58	59	59
12.1 Civilian personnel benefits.....	37,715	38,360	38,844
13.0 Benefits for former personnel.....	160	160	160
21.0 Travel and transportation of persons.....	705	903	903
22.0 Transportation of things.....	636	236	236
23.1 Rental payments to GSA.....	6,775	6,783	5,637
23.2 Rental payments to others.....	2,252	1,027	1,027
23.3 Communications, utilities, and misc. charges....	14,335	14,335	13,374
24.0 Printing and reproduction.....	789	789	754
25.1 Advisory and assistance services.....	14,657	19,699	18,795
25.2 Other services from non-Federal sources.....	21,538	20,875	19,398
25.3 Other goods & services from Federal sources..	17,649	17,649	16,647
25.4 Operation and maintenance of facilities.....	33,843	34,111	29,659
25.5 Research and development contracts.....	185	185	185
25.7 Operation and maintenance of equipment.....	29,383	36,983	36,983
26.0 Supplies and materials.....	2,936	2,936	2,932
31.0 Equipment.....	11,758	14,758	13,053
32.0 Land and structures.....	126	0	0
42.0 Insurance claims and indemnities.....	69	0	0
43.0 Interest and dividends.....	12,450	11,016	9,457
94.0 Financial transfers.....	16,521	17,955	19,514
99.0 Obligations, appropriated.....	\$ 353,935	\$ 370,000	\$ 360,000
<i>Subtotal, PC&B.....</i>	<i>167,328</i>	<i>169,760</i>	<i>171,446</i>
<i>Subtotal, non-labor.....</i>	<i>186,607</i>	<i>200,240</i>	<i>188,554</i>
99.0 Obligations, reimbursable.....	1,554	1,546	1,562
99.0 Total obligations.....	\$ 355,489	\$ 371,546	\$ 361,562
Full-Time Equivalent (FTE) Direct.....	1,603.0	1,638.0	1,621.0
Full-Time Equivalent (FTE) Reimbursable.....	22.0	23.0	23.0

NARA Budget Activities

NARA resources and operations are aligned in an integrated process that produces meaningful public access to permanent records, records that document the rights of citizens, and records that ensure government accountability. 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 four budget activities, which reflect the agency organizational structure. The budget activities 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 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 holdings for the benefit of future generations.
 - The Office of Innovation, which provides public access to and engagement with government records through the internet at www.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 the records management needs of all Federal agencies 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, including interest payments and repayments of principal on debt associated with construction of the National Archives building in College Park, MD.

The Information Services and Business Support Services organizations provide tools, services, and expertise to support other NARA organizations' delivery of services to external stakeholders. Costs of these organizations – other than the costs of ERA – and the costs of agency-wide management and administration are allocated across NARA budget activities.

National Archives and Records Administration
Operating Expenses

Obligations by Program Activity
(Dollars in Thousands)

	FY2013		FY2014		FY2015	
	Actual		Enacted		Request	
	FTE	Dollars	FTE	Dollars	FTE	Dollars
1. Legislative, Presidential, and Museum Services:						
Presidential Libraries	404.0	\$89,158	411.0	\$88,862	412.0	\$87,721
Legislative Archives, Presidential Materials, and Public Programs	<u>100.0</u>	<u>16,145</u>	<u>102.0</u>	<u>16,908</u>	<u>99.0</u>	<u>16,830</u>
Subtotal, LPM Services.....	504.0	\$105,303	513.0	\$105,770	511.0	\$104,551
2. Citizen Services:						
Research Services	662.0	\$84,180	674.0	\$87,770	666.0	\$86,472
Office of Innovation	<u>81.0</u>	<u>12,172</u>	<u>91.0</u>	<u>13,240</u>	<u>91.0</u>	<u>13,118</u>
Subtotal, Citizen Services.....	743.0	\$96,352	765.0	\$101,010	757.0	\$99,590
3. Agency and Related Services:						
Agency Services	255.0	\$40,254	258.0	\$42,907	253.0	\$42,349
Electronic Records Archives	34.0	24,293	34.0	27,556	34.0	26,791
Federal Register	<u>67.0</u>	<u>10,843</u>	<u>68.0</u>	<u>11,225</u>	<u>66.0</u>	<u>11,109</u>
Subtotal, Agency and Related.....	356.0	\$75,390	360.0	\$81,688	353.0	\$80,249
4. Facility Operations.....	0.0	\$76,890	0.0	\$81,532	0.0	\$75,610
Total, Appropriations Request.....	1,603.0	\$353,935	1,638.0	\$370,000	1,621.0	\$360,000

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

FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
\$ 105,303	\$ 105,770	\$ 104,551

NARA's FY 2015 request for *Legislative Archives, Presidential Libraries, and Museum Services* includes:

- \$65,650 thousand for the Presidential Libraries system, including \$30,400 thousand for the operations and maintenance of facilities;
- \$7,079 thousand for nationwide education, outreach, and exhibits programs;
- \$2,574 thousand for the Center for Legislative Archives, which provides records management services for Congress; and
- \$1,073 thousand for the Office of Presidential Materials, which provides records management guidance and courtesy storage for the incumbent administration and oversees special access and declassification at the Presidential Libraries.

An additional \$28,175 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 2015 and future years:

- The January 20, 2017 Presidential Transition poses a significant challenge for NARA and its lead organization for transition, the Office of Presidential Materials. NARA anticipates that the records of the current Administration will be the largest collection to date, and the volume and complexity of electronic records will far exceed that of previous Administrations. NARA typically begins receiving special access requests as soon as the Administration leaves office, so NARA must begin receiving and processing Presidential materials well before the end of an Administration. NARA will begin the transfer of Presidential records and artifacts in FY 2015 and transfers will continue up to Inauguration Day 2017. NARA will also need to acquire new space for temporary storage of Presidential materials and hire a new staff to meet the archival and access needs of the future Presidential Library.

- 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. Making Presidential records subject to FOIA has reduced the speed at which NARA can make Presidential records available to the public. NARA must review all Presidential papers page-by-page, which means it may take decades to determine which records can be made available to the public. Processing records in response to FOIA requests is even more time-consuming than processing the same number of pages in a systematic, archival fashion and does not produce discrete records collections that would be meaningful to the general public if released. NARA has received additional resources and made process improvements to speed the review of Presidential records to the extent possible.

- The Center for Legislative Archives has experienced a tremendous increase in the volume of textual and electronic records created by the U.S. House of Representatives, the U.S. Senate, and legislative commissions. Historical legislative records are stored at the National Archives building in Washington, DC, so that records are readily available to Congress when needed and so that NARA can make those records available to researchers in a controlled environment. NARA is exploring options for accepting and storing growing volumes of Congressional records.

LPM Services Strategies and Actions

LPM Services has adopted the following long-term performance goals to guide planning and resource allocations for FY 2015:

1. By FY 2015, LPM Services will launch an expanded national education and public program initiative that is coordinated with a new traveling exhibit program.

2. By FY 2016, LPM Services will have the capability to rapidly ingest and manage high volumes of data from Congress and independent commissions, quickly transfer them into secure electronic storage, make them available for official government agency special access requests and, where appropriate, release them to the public.

3. By FY 2016, LPM Services will be able to accept all Presidential and Vice Presidential records that are available for transfer regardless of media or format and immediately begin archival processing for eventual public release.

LPM Services FY 2015 Budget Request

The FY 2015 budget request provides \$104,551 thousand for LPM Services, a net decrease of -\$1,219 thousand from the FY 2014 enacted level, including:

- *+\$125 thousand for costs related to a Presidential Transition;*
- *+\$425 thousand for the FY 2015 pay raise and annualization of FY 2014 pay raise;*
- *-\$210 thousand in program efficiency savings;*
- *-\$315 thousand from reducing civic literacy programs; and*
- *-\$1,244 thousand from decreases in allocated costs of management and administration, including information technology.*

Citizen Services

(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
Research Services	\$ 84,180	\$ 87,770	\$ 86,472
Office of Innovation	12,172	13,240	13,118
Total	\$ 96,352	\$101,010	\$99,590

NARA's FY 2015 request for *Citizen Services* includes:

- \$54,648 thousand for the Research Services organization, for the archival storage and preservation of permanently valuable Federal government records and for continued access to those records by the researcher community and the general public;
- \$8,517 thousand for the Office of Innovation, which leads NARA Open Government and Digital Government Strategy efforts, maintains NARA's web and social media presence, and provides innovative tools to enhance collaboration and engagement with the public.

An additional \$36,425 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 access to archival records for researchers and the public. Research Services acquires, preserves, and provides public access to historical Federal records at fifteen locations across the country and on the archives.gov website. Research Services catalogs and describes 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, mail, and email, and through Freedom of Information Act (FOIA) and special access 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 2015 and future years:

- Lack of adequate storage space is a serious and growing threat to the ability of Research Services to accept new archival records and provide access to researchers and the public. NARA currently holds more than 4.6 million cubic feet of archived documents, but it holds an additional 28.8 million cubic feet of temporary records, of which approximately 20 percent or 5.8 million cubic feet will eventually be archived. When those additional records are transferred into the archives, Research Services will need to process them, review them for personally identifiable information (PII), national security, and other restrictions, and move them to space appropriate for archival storage.
- Researchers and the public expect access to more contemporary records. Contemporary records often contain PII, national security, and other restrictions that require screening and access review before being released to the public. These records are often inadequately

described for easy access. Contemporary records are increasingly electronic, and NARA lacks effective systems for processing, preserving, and providing access to these records.

- NARA has access to a variety of web technologies to make records accessible anywhere. NARA has developed relationships with private partners to assist in preparing, indexing, and digitizing records and making them available on-line. NARA has access to an active cadre of researchers and volunteers that assist in priority work and help improve reference services. NARA is exploring the use of social media, including wikis, blogs, and tagging, to allow citizens to add descriptions to NARA holdings: This helps to improve citizen engagement while increasing the volume of Federal government records that are searchable and can be accessed on-line.

Research Services Strategies and Actions

Research Services has adopted the following long-term performance goals to guide planning and resource allocations for FY 2015:

1. By FY 2015, Research Services will develop a new request tracking system, to better manage on- and off-site reference requests, improve customer relationship management, and improve service to researchers and the public.
2. By FY 2016, Research Services will deploy a nationwide researcher registration system, to allow researchers to access records with a common researcher card that is usable at all NARA research facilities.
3. By FY 2017, Research Services will begin implementing a circulation system to improve physical control of records and better track usage of specific records.

Research Services FY 2015 Budget Request

The FY 2015 budget request provides \$86,472 thousand for Research Services, a net decrease of -\$1,298 thousand from the FY 2014 enacted level, including the following:

- *+\$502 thousand for the FY 2015 pay raise and annualization of FY 2014 pay raise;*
- *-\$341 thousand in savings from efficiency improvements and service level reductions at archival facilities;*
- *-\$56 thousand in program efficiency savings;and*
- *-\$1,403 thousand from decreases in allocated costs of management and administration, including information technology.*

Office of Innovation Strategic Direction

The *Office of Innovation* leads NARA's Open Government and Digital Government Strategy efforts, and provides on-line public access through NARA's Online Public Access catalog and web and social media presence. The Office of Innovation encourages public engagement by leading crowdsourcing initiatives, developing innovative public programs, and building relationships with external organizations, including Wikipedia and the Digital Public Library of America (DPLA).

The Office of Innovation is also 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.

Management challenges and opportunities for FY 2015 and future years:

- NARA actively collaborates with Wikipedia and Wikimedia. Since 2010, NARA has added more than 127,000 digital copies of its records to Wikimedia Commons and over 5,700 NARA images have been used in 44,000 Wikipedia articles. In FY 2013, NARA contributed 1.9 million digital copies of NARA records for the launch of DPLA, a collaborative effort between archives, libraries, and museums to create an on-line library and capture America's living history. Collaborations with these and other organizations have allowed NARA to expand public access to historical government records far beyond what could be done with NARA's tools and resources alone.
- There is a large and growing public demand for on-line access to government information and records. In FY 2013, NARA realized almost 50 million visits to www.archives.gov and other NARA websites, and an additional 53.3 million views of NARA social media sites. "Today's Document", a Tumblr blog produced by the Office of Innovation, was named by Time Magazine as one of the Top 30 Tumblrs to follow in 2013. In FY 2013, Wikipedia pages containing NARA images were viewed approximately 1.3 billion times. The rapid growth in demand for digital content requires new investments in the human capital and information technology infrastructure necessary to accelerate digitization and public release of government records through a variety of on-line and social media outlets.

Office of Innovation Strategies and Actions

The Office of Innovation has adopted the following long-term performance goals to guide planning and resource allocations for FY 2015:

1. By FY 2016, 95 percent of NARA holdings will be described in the Online Public Access catalog, to provide researchers and the public with easy access to NARA records and information about those records.
2. By FY 2016, the Office of Innovation will deploy a public Application Programming Interface (API) for the Online Public Access catalog, to expand public use and re-use of historical government data.

Office of Innovation FY 2015 Budget Request

The FY 2015 budget request provides \$13,118 thousand for the Office of Innovation, a net decrease of -\$122 thousand from the FY 2014 enacted level, including the following:

- *+\$82 thousand for the FY 2015 pay raise and annualization of FY 2014 pay raise; and*
- *-\$204 thousand from decreases in allocated costs of management and administration, including information technology.*

Agency and Related Services
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
Agency Services	\$ 40,254	\$ 42,907	\$ 42,349
Electronic Records Archives	24,293	27,556	26,791
Federal Register	10,843	11,225	11,109
Total	\$ 75,390	\$ 81,688	\$ 80,249

NARA's FY 2015 request for *Agency and Related Services* includes:

- \$27,132 thousand for the Agency Services organization, including \$4,065 thousand for the Information Security Oversight Office, \$7,190 thousand for the National Declassification Center, and \$913 thousand for the Office of Government Information Services;
- \$26,791 thousand for the electronic records management activities of the Electronic Records Archive system; and
- \$7,010 thousand for the Office of the Federal Register.

An additional \$19,316 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's efforts to meet the records management needs of Federal agencies and to represent 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 helps to ensure that agencies preserve permanently-valuable Federal government records, records that document the rights of citizens, and records that ensure government accountability.

Management challenges and opportunities for FY 2015 and future years:

- The Presidential Memorandum on Managing Government Records and the Managing Government Records Directive (OMB Memorandum M-12-18) establish a series of goals and actions for NARA and other Federal agencies to modernize and reform Federal records management by the year 2020. NARA is charged with leading government-wide efforts to improve the effectiveness of Federal records management programs, manage Federal email records electronically by the end of calendar year 2016, and begin electronically managing all permanent electronic records by the end of calendar year 2019.

- NARA's National Declassification Center (NDC) has successfully retired the 351 million page backlog of previously reviewed records that existed in January 2010, but the number of new, unprocessed records continues to grow. By December 31, 2013, the NDC had assessed all 351 million pages of the January 2010 backlog and completed quality assurance review of 345 million pages, resulting in 132 million pages being removed from the declassification backlog, including more than 78 million pages that have been released to the public. However, the declassification challenges facing NARA continue to grow as tens of millions of new pages require declassification processing annually, many of which require a more intensive declassification review and processing than the existing backlog.
- There is a growing need to find new, more cost-effective means to administer the Freedom of Information Act (FOIA). In FY 2010, Federal agencies reported spending \$400 million to process nearly 600,000 FOIA requests, and received over 10,000 administrative appeals from denials of access. Agencies spent over \$22 million on litigation-related activities. These statistics highlight the importance of the dispute resolution processes offered by the Office of Government Information Services (OGIS) as a cost effective tool for resolving FOIA disputes and an alternative to litigation.

Agency Services Strategies and Actions

Agency Services has adopted the following long-term performance goals to guide planning and resource allocations for FY 2015:

1. By FY 2015, Agency Services will work with the Federal Chief Information Officer (CIO) Council, Federal Records Council, private industry, and other stakeholders to produce economically viable automated records management solutions and encourage external involvement in the development of open source records management solutions.
2. By FY 2016, Agency Services will improve the current Request for Records Disposition Authority process, and develop criteria that other Federal agencies can apply to the scheduling, appraisal, and overall management of temporary records that can be effectively monitored with appropriate NARA oversight.
3. By FY 2018, Agency Services will make substantive changes to the General Records Schedules (GRS) to reduce the scheduling and appraisal burden on agencies.

Agency Services FY 2015 Budget Request

The FY 2015 budget request provides \$42,349 thousand for Agency Services, a net decrease of -\$558 thousand from the FY 2014 enacted level, including the following:

- *+\$248 thousand for the FY 2015 pay raise and annualization of FY 2014 pay raise;*
- *-\$120 thousand in program efficiency savings; and*
- *-\$686 thousand from decreases 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 any format for future access using any hardware or software. The ERA system is NARA's primary strategy for addressing the challenge of storing, preserving, and providing public access to 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 is a strategic partner with NARA programs, supporting diverse activities through the application of information technology and sound information management practices. Information Services provides information products and services to meet customer requirements, functions as one highly skilled and adaptable team, and strives for continuous improvement. Information Services evaluates new technologies and promotes research opportunities that support preservation of and access to Federal government records to assist NARA in facing the challenges of modern records management and archival science.

Management challenges and opportunities for FY 2015 and future years:

- Federal government data sets are growing in size and complexity, and the transport 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 will work with cloud providers and agencies to identify lower-cost options to store inactive records for occasional access. If the records are later appraised as permanent, they could be seamlessly transferred into NARA's legal custody.
- The public expects government information and services to be available on-line and delivered through their channel of choice. For an increasing number of Americans, the channel of choice is their mobile device. NARA is already meeting this trend by increasing the volume of its holdings that are available on-line, including digitized analog collections, "born-digital" records, and web exhibits. NARA is evolving its information management strategy to quickly provide access to archival holdings on new technology platforms and in new formats, and make those holdings available in perpetuity.
- NARA must be able to reliably offer large volumes of archival holdings to the public on-line. Recent releases of high-interest data sets, such as the Pentagon Papers, saturated NARA's internet connection and interrupted NARA's internet service. NARA has recently completed several projects that will improve the security and reliability of its internet access, including the Trusted Internet Connection (TIC) and multiprotocol label switching, a scalable mechanism to improve data transfer over networks. NARA will continue to deploy new technologies and information management practices to expand the capacity and capability of the agency IT and telecommunications infrastructure.

Information Services Strategies and Actions

Information Services has adopted the following long-term performance goals to guide planning and resource allocations for FY 2015:

1. By FY 2015, Information Services will complete at least two Digital Processing Environment pilot projects to test solutions for archival processing of electronic records in an electronic environment.
2. By FY 2015, Information Services will develop a strategy to assist NARA in effectively managing Federal government records throughout the lifecycle of records in an electronic form, including preservation, by providing effective transfer tools and architecture to support a data-in-place model minimizing the need to physically move the data.
3. By FY 2019, Information Services will improve storage management and provide electronic processing tools so that NARA can manage all electronic records in an electronic environment.

Electronic Records Archives FY 2015 Budget Request

The FY 2015 budget request provides \$26,791 thousand for the ERA system, a net decrease of -\$765 thousand from the FY 2014 enacted level, including the following:

- *+\$61 thousand for the FY 2015 pay raise and annualization of FY 2014 pay raise; and*
- *-\$826 thousand in program efficiency savings.*

Funds requested for ERA in FY 2015 will be used to support the ERA data center at Rocket Center, WV, 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.

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 2015 and future years:

- Recently, the Government Printing Office (GPO) deployed the Federal Digital System (FDsys), an on-line content management system for all GPO products. The Office of the Federal Register is a statutory partner with GPO, and 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 Strategies and Actions

In FY 2015, the Office of the Federal Register will work collaboratively with Information Services and Business Support Services to: provide a modern search engine and interface for all Federal Register electronic products; establish the electronic Code of Federal Regulations (CFR) as an official legal version of the CFR; design customized information products and services that meet customer needs and expectations; systematically improve production processes and workflows by developing a web-based production system to publish all statutory publications and provide easy access to critical government information for the public.

Federal Register FY 2015 Budget Request

The FY 2015 budget request provides \$11,109 thousand for the Office of the Federal Register, a net decrease of -\$116 thousand from the FY 2014 enacted level, including the following:

- +\$65 thousand for the FY 2015 pay raise and annualization of FY 2014 pay raise; and
- -\$181 thousand from decreases in allocated costs of management and administration, including information technology.

Facility Operations
(Dollars in Thousands)

FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
\$ 76,890	\$ 81,532	\$ 75,610

NARA's FY 2015 request for *Facility Operations* includes:

- \$46,639 thousand for rent, utilities, and other costs of operations and maintenance at three NARA-owned Federal buildings and 44 leases; and
- \$28,971 thousand for interest payments and repayments of principal on debt held by the public that was issued to finance the construction of the Archives II building in College Park, MD. \$9,457 thousand is provided for interest payments and \$19,514 thousand is provided for repayments of principal.

This budget activity does not include the costs of operating and maintaining Presidential libraries, 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 regulated temperature, humidity, and air quality 24 hours per day, 365 days per year. Facility Operations provides safe and sustainable facilities to store and protect permanently valuable NARA holdings and provide work space 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, acquisitions, financial management, physical security, and facility and property management. Business Support Services works in collaboration with an Internal Customer Service Council to ensure that all NARA programs receive the assistance they need, regardless of geographic location.

Management challenges and opportunities for FY 2015 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 700,000 cubic feet of newly-accessioned archival records since FY 2009, an increase of 18 percent, but has not seen an equivalent increase in space available for the storage of these records. NARA expects to receive at least 500,000 cubic feet of new archival records by the end of FY 2015, and lacks appropriate space in which to store these records. Other Federal agencies may also accession additional records ahead of schedule, exacerbating NARA's already critical space challenges.

- Recent 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 is developing a nationwide facility assessment program to refine holdings protection procedures and is exploring the use of Radio Frequency Identification (RFID) technology tracking systems to maintain accountability for special media and box-level inventories.

Business Support Services Strategies and Actions

Business Support Services has adopted the following long-term performance goals to guide planning and resource allocations for FY 2015:

1. By FY 2020, Business Support Services will provide secure, resilient, and appropriate space for 100 percent of NARA's archival holdings.
2. By FY 2020, Business Support Services will lead NARA in reducing agency greenhouse gas emissions by 10 percent from FY 2008 levels and will reduce facility energy intensity by 35 percent against the FY 2003 baseline.

Facility Operations FY 2015 Budget Request

The FY 2015 budget request provides \$75,610 thousand for Facility Operations, a decrease of:

- *-\$5,922 thousand from reducing operations and maintenance and capturing energy efficiency savings at National Archives facilities nationwide.*

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National Archives and Records Administration

OFFICE OF INSPECTOR GENERAL

Fiscal Year 2015 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, **\$4,130,000.**

Program Description

The Office of Inspector General (OIG) provides independent audits and investigations 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 Inspector General reports to the Archivist of the United States. The OIG 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 2014 Enacted level.....	22.0	\$ 4,130
FY 2015 Appropriation request.....	<u>24.0</u>	<u>4,130</u>
Net Change.....	2.0	\$ 0

Summary of the Request

The FY 2015 budget requests \$4,130 thousand and 24 FTE for the Office of Inspector General (OIG), which is the same funding level as the FY 2014 enacted level. The request realigns funding within base to provide for the costs of the FY 2015 pay raise, the annualization of the FY 2014 pay raise (\$35 thousand), and 2 new FTE (\$230 thousand). Funding for the new FTE will be realized through the reduction of scope or number of contract audits conducted in FY 2015.

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 \$45 thousand for training in FY 2015, to support the continuing professional development of OIG staff. The Government Accountability Office (GAO) recommends all auditors receive at least 80 hours of training every two years. Auditors require training in: contract and grant auditing, performance management, fraud auditing, information technology (IT) security, IT project management, and network and applications management. Special agents receive annual law enforcement training in: firearms and self-defense, forensics for investigations, and detection of procurement and white collar fraud. 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's FY 2013 CIGIE contribution was \$2,736. NARA expects to contribute approximately \$10,085 to CIGIE in FY 2015.

Strategic Direction

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. The OIG accomplishes this by combating fraud, waste, and abuse 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.

OIG audits and investigations cover all aspects of NARA operations at 47 facilities nationwide. NARA holds the historic records of American democracy and almost 600,000 artifacts and Presidential gifts. NARA holds millions of cubic feet of records, and an ever growing electronic repository of classified and highly sensitive records, including those of the 9/11 and Warren Commissions, military and civilian personnel records, and Presidential records.

OIG criminal investigations encompass a broad range of criminal activity including theft of holdings and assets, embezzlement, espionage, release of classified information, ethics violations, the loss of personally identifiable information (PII), compromise of the NARA IT network, sensitive compartmental information facility (SCIF) violations, procurement fraud, and inappropriate conduct of NARA employees and officials. OIG investigators act with full statutory law enforcement authority executing search warrants, seizing evidence, and making arrests.

OIG auditors must review and evaluate multi-million dollar programs which NARA executes with a staff of approximately 3,000 FTE. Currently, the OIG's capacity to provide the necessary coverage is limited by staffing constraints. Because of this, programs which would demand an entire team of auditors in other Federal agencies are routinely left in the hands of a single auditor at NARA. The NARA OIG promotes accountability and stewardship over government records from their creation throughout the entire life-cycle; brings economy and efficiency to government; and supports transparency and accountability for American democracy.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
Discretionary authority:			
Annual appropriation.....	\$ 4,092	\$ 4,130	\$ 4,130
Joint Committee Sequestration ¹	-\$ 206	\$ 0	\$ 0
Net Discretionary authority.....	\$ 3,886	\$ 4,130	\$ 4,130
Unobligated balance, expiring.....	-\$ 325	\$ 0	\$ 0
Total obligations.....	\$ 3,561	\$ 4,130	\$ 4,130
<i>Net outlays</i>	\$ 3,426	\$ 4,126	\$ 4,142

Notes:

1. In accordance with the Sequestration Order signed by the President on March 1, 2013 and required by section 251A of the Balanced Budget and Emergency Deficit Control Act, as amended (2 U.S.C. § 901a), NARA discretionary appropriations were reduced by 5 percent.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
11.1 Full-time, permanent.....	\$ 2,204	\$ 2,560	\$ 2,748
11.5 Other personnel compensation.....	151	151	152
12.1 Civilian personnel benefits.....	782	910	975
21.0 Travel and transportation of persons.....	27	40	27
22.0 Transportation of things.....	0	1	0
23.3 Communications, utilities, and misc. charges.	0	1	0
24.0 Printing and reproduction.....	0	1	0
25.1 Advisory and assistance services.....	305	326	179
25.2 Other services from non-Federal sources.....	23	39	14
25.3 Other goods & services from Fed. sources.....	19	30	15
25.7 Operation and maintenance of equipment.....	14	26	10
26.0 Supplies and materials.....	20	25	5
31.0 Equipment.....	16	20	5
99.0 Total obligations.....	\$ 3,561	\$ 4,130	\$ 4,130
<i>Subtotal, PC&B.....</i>	<i>3,137</i>	<i>3,621</i>	<i>3,875</i>
<i>Subtotal, non-labor.....</i>	<i>424</i>	<i>509</i>	<i>255</i>
Full-Time Equivalentents (FTE).....	18.0	22.0	24.0

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National Archives and Records Administration

REPAIRS AND RESTORATION

Fiscal Year 2015 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, **\$7,600,000**, to remain available until expended.

Program Description

This appropriation provides for the repair, alteration, and improvement of 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 2014 Enacted level.....	\$ 8,000
FY 2015 Appropriation request.....	<u>7,600</u>
Net Change.....	-\$ 400

Summary of the Request

The FY 2015 budget requests \$7,600 thousand for Repairs and Restoration of NARA-owned Federal buildings in FY 2015, a decrease of -\$400 thousand from the FY 2014 enacted level. This appropriation provides for renovations to NARA buildings necessary to maintain health and safety standards for the occupants, preserve archival documents stored in NARA facilities, and protect the value of government real property assets.

The FY 2015 budget request provides for repairs and alterations to the 17 Federal buildings that NARA owns, operates, and maintains: the National Archives buildings in Washington, DC, College Park, MD, and Atlanta, GA, and fourteen 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. Each year, approximately 3 million Americans visit NARA facilities 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 performed by NARA engineers, which focus on protection of archival documents and artifacts, health and safety of building occupants, and cost effectiveness.

National Archives and Records Administration
Repairs and Restoration

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
Unobligated balance carried forward.....	\$ 16,715	\$ 11,866	\$ 8,250
Recoveries of prior-year obligations.....	\$ 1,059	\$ 350	\$ 0
New discretionary authority:			
No-year appropriation.....	\$ 9,082	\$ 8,000	\$ 7,600
Joint Committee Sequestration ¹	-\$ 458	\$ 0	\$ 0
New Discretionary authority.....	\$ 8,624	\$ 8,000	\$ 7,600
Unobligated balance, available in future years.....	-\$ 11,866	-\$ 8,250	-\$ 7,500
Total obligations.....	\$ 14,532	\$ 11,966	\$ 8,350
<i>Net outlays</i>	<i>\$ 25,190</i>	<i>\$ 14,645</i>	<i>\$ 9,550</i>

Notes:

1. In accordance with the Sequestration Order signed by the President on March 1, 2013 and required by section 251A of the Balanced Budget and Emergency Deficit Control Act, as amended (2 U.S.C. § 901a), the Repairs and Restoration appropriation was reduced by 5 percent.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
25.1 Advisory and assistance services.....	\$ 898	\$ 0	\$ 0
25.2 Other services.....	50	0	0
25.4 Operation and maintenance of facilities.....	247	0	0
26.0 Supplies and materials.....	19	0	0
31.0 Equipment.....	217	0	0
32.0 Land and structures.....	13,101	11,966	8,350
99.0 Total obligations.....	\$ 14,532	\$ 11,966	\$ 8,350

FY 2015 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: Projects may be deferred or delayed due to lack of available funds, emergencies, or changing priorities.

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.

In FY 2013, NARA added the new George W. Bush Presidential Library to its inventory of owned Federal buildings. This new facility, located on the campus of Southern Methodist University in Dallas, TX, provides 208,000 gross square feet (GSF) of space for the Presidential Library and Museum, as well as a gift shop, cafeteria, auditorium, and office space for the George W. Bush Presidential Foundation and Institute. NARA is only responsible for the operations and maintenance and repairs and alteration of the space occupied by the library and museum, up to a maximum of 70,000 GSF. Future repairs and renovation liabilities will be shared between the Repairs and Restoration appropriation and the Foundation.

Project Descriptions

Dwight D. Eisenhower Library, Abilene, KS, Renovations and Visitor Center Expansion (Design & Construction).—The Eisenhower Library needs a major renovation to bring each of its buildings up to the current Architectural Design Standards for Presidential Libraries (ADSPL) and the Americans with Disabilities Act – Architectural Guidelines (ADA-AG), and to correct noted fire safety deficiencies.

NARA's most recent Building Condition Report (BCR) on the Eisenhower Library complex found that the buildings are well constructed and maintained, but they have never had a major renovation (only partial renovations) since the Library opened in the mid-1960s. This is particularly significant because preservation standards relative to temperature, humidity, and air quality have changed considerably since the time of the original construction.

Most of the major building systems have reached the end of their service life. NARA has incrementally replaced those systems that were in the most urgent need of replacement and could not wait for the larger renovation. These projects have allowed NARA to reduce the costs of a larger renovation project but only to a limited degree, since the incremental projects are not as efficient, leave portions of each facility without renovations, and don't attract the number of potential bidders that a larger project would.

A major project would allow NARA to reduce total project costs by phasing the renovation work over two fiscal years, while capturing the economy of a single project rather than multiple contracts with multiple contractors. The most recent BCR report indicates that – despite the large number of repairs already completed – NARA cannot keep up with deteriorating building conditions by only addressing urgent repairs.

National Archives at College Park, MD, Roof Replacement (Construction).—The roof is approaching the end of its anticipated life, and several areas of the roof 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 has already performed several repairs on the building roof. In FY 2010, NARA replaced the first section of roof over the administrative wing after roof leaks caused water damage and mold. NARA replaced another section of the roof in FY 2011 (over the research complex), and replaced a third section of the roof in FY 2013: the first section to be replaced over archival storage bays.

Ronald Reagan Library, Simi Valley, CA, Building Renovation (Design & Construction).—The Reagan Library was originally constructed in 1991 and expanded in 2003, with the construction of the Presidential Learning Center. Many systems within the original construction will reach the end of their 25-year service life in FY 2014 and will require a major renovation.

NARA replaced some of the original building systems in connection with a recent renovation of the museum space that was funded by the private Ronald Reagan Foundation. NARA replaced some of the HVAC equipment, but only in areas disturbed by the renovation of the museum. At the time of the HVAC replacement, NARA prepared a design plan to bring all of the HVAC systems into compliance with the current archival standards. That design is waiting on construction funding and exceeds what can be paid out of base R&R funds.

Harry S. Truman Library, Independence, MO, Building Renovation (Design & Construction).—The Truman Library requires a complete renovation in order to bring the entire building into compliance with the current Architectural Design Standards for Presidential Libraries. In the late 1990s, NARA renovated a portion of the Truman Library. At that time, there were areas that were not included in the renovations and the current archival storage standards had not been developed. Since then, many small repairs have been made, based on BCR recommendations (mostly related to the fire protection and fire alarm systems and an elevator replacement project). NARA recently replaced a portion of the building security system; and, in FY 2013, issued contracts to remove mold from facility ductwork and design a replacement for air handling units. Additional work is scheduled for FY 2014, but the costs for HVAC work for a portion of the mechanical units is in excess of \$2,000 thousand, and we will have to spread the work over two fiscal years to perform that critical work out of the base R&R appropriation. The areas that have not been renovated still need a renovation, and the previously renovated area needs to be revisited to bring it into compliance with current archival storage standards.

National Archives at College Park, MD, HVAC Renovations (Design & Construction).—NARA has begun replacing some of the HVAC systems components using base R&R funds, but there are many systems reaching the end of their anticipated service life especially since these systems have been required to operate 24 x 7, 365 days per year for more than 20 years. Most major mechanical equipment has an anticipated service life of between 20 to 30 years; the HVAC system was installed in 1991 during the construction of the building.

Gerald R. Ford Library, Ann Arbor, MI, Electrical, HVAC, and Building Renovation (Design & Construction).—The Ford Library requires many repairs, including several repairs that require immediate attention. While some minor repairs have been made, total cost of the necessary repairs to electrical and HVAC systems exceed what can be funded from base funding. The scope of this project could be reduced to cover only HVAC, electrical systems, and other building renovation items since these repairs are more critical than other, necessary repairs.

National Archives at College Park, MD, Chiller Plant Retrofit (Design & Construction).—NARA has completed major repairs to the cooling tower on this facility and recently replaced one of the chillers, but the other chillers are reaching the end of their service life and the repairs to the cooling tower were only adequate for keeping it going for a few years longer. Most large,

mechanical building systems, such as chillers and cooling towers, generally have a service life of approximately 30 years. Most of the mechanical systems at the College Park, MD facility were installed in the early 1990s and require constant use.

Lyndon B. Johnson Library, Austin, TX, Space Alteration (Design & Construction).—The Johnson Library requires a major renovation, both due to the age of the facility and to address specific repairs identified in the most recent BCR. The library has not had a major renovation, other than recent repairs to the plaza and replacement of some of the building air handling units (under a 2006 ESPC energy savings project), since its dedication in May 1971. In addition, NARA has performed a comprehensive space planning study for the Johnson Library which documented that substantial changes to the building could improve the space utilization and energy efficiency of the facility (the facility configuration is essentially unchanged from the original 1971 layout).

Jimmy Carter Library, Atlanta, GA, Building Renovation (Design & Construction).—The Carter Library requires a complete replacement of building mechanical and electrical systems, and the BCR has identified several other repairs that require attention within the next five years. NARA recently replaced some building mechanical systems in connection with the Foundation-funded renovation of the museum exhibit (to take advantage of the fact that the museum space was temporarily closed). This project helped to bring some areas of the facility into compliance with current archival standards and improve energy efficiency. NARA must replace additional mechanical and electrical equipment, and perform additional BCR repairs throughout the facility.

Ford Library, Ann Arbor, MI, Parking Lot Expansion (Construction).—This project would increase the available parking for the Ford Library. Currently, the parking lot is very small and, when there are large events, parking capacity is exceeded. This effort could be combined with a larger building renovation, if funding was available, and it would allow NARA to use the parking lot as a staging area for the renovations and repair the lot at the conclusion of the renovations.

National Archives at College Park, MD, Interior Public Address System Replacement (Construction).—The interior P/A system is the means by which NARA can immediately contact all employees in case of an emergency. The system was installed in the early 1990s and was repaired in the early 2000s. The anticipated service life of the system is 20 years and through routine testing it is apparent that the system will need to be replaced in the near future.

William J. Clinton Library, Little Rock, AR, Desiccant Dryer Replacement (Construction).—The Clinton Library uses several desiccant dryers (used to reduce humidity levels in storage areas) to maintain the necessary preservation standards for Presidential records. Desiccant dryers

normally have a service life of between 10 and 15 years before they need a major retrofit. The Clinton dryers were installed in 2004 and will need to be replaced by 2019.

National Archives at Washington, DC, Exterior Window and Door Replacement (Construction).—Replacing the windows and doors at the National Archives at Washington, DC would significantly increase energy efficiency in the building. However, this facility is a historic building and replacing all of the windows and doors would be an expensive project.

Richard Nixon Library, Yorba Linda, CA, Building Renovation (Design & Construction).—The Nixon Library requires a partial building renovation. NARA accepted the Nixon Library from the Richard Nixon Foundation in 2007. At the time of the transfer, the building was approximately 17 years old. Prior to transferring the building, the Foundation performed a partial renovation to the artifact storage area of the facility, but the museum area was not included in this renovation. In FY 2010, NARA replaced the museum air handling units and several other major HVAC components (chillers and pumps) since these replacements could not wait for future renovations; however, additional repairs identified in the BCR have not been addressed and the remaining areas of the building still require renovation.

John F. Kennedy Library, Boston, MA, Seawall Repairs (Design & Construction).—The seawall requires continual maintenance and NARA estimates renovation on the seawall will be required approximately every fifteen years. Repairs were last made to the seawall in 2002.

George H.W. Bush Library, College Station, TX, Building Renovation (Design & Construction).—By FY 2017, the George Bush Library will be twenty years old and – while the building is currently in good condition (especially with the recent replacement of the roof to stop water leaks) – NARA must anticipate and plan for a renovation to the building.

William J. Clinton Library, Little Rock, AR, Building Renovation (Design & Construction).—The Clinton Library was opened in 2004. By FY 2022, the building will be nineteen years old and it is anticipated that some renovation work will be needed to the building structure and systems.

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

Fiscal Year 2015 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, **\$5,000,000**, to remain available until expended.

Program Description

The National Historical Publications and Records Commission grants program provides for grants to preserve and publish non-Federal records that document American history. This appropriation supports core programs and initiatives in the form of grants that publish, preserve, and make accessible important historical documents.

Explanation of Changes
(Dollars in Thousands)

	<u>Budget Authority</u>
FY 2014 Enacted level.....	\$ 4,500
FY 2015 Appropriation request.....	<u>5,000</u>
Net Change.....	\$ 500

Summary of the Request

The FY 2015 budget requests \$5,000 thousand to support the mission and projects of the National Historical Publications and Records Commission (NHPRC), an increase of \$500 thousand from the FY 2014 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 \$1,443 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 the papers of historically important citizens, documents that record and explain the history of the United States, and records of the actions and decisions of American government. NHPRC grants maximize the value of Federal funds by requiring grantees to match at least an equal amount of funds from non-Federal sources.

NHPRC grants support projects that promote openness and transparency in all levels of government, expand digital government strategies to non-Federal archives, and ensure that citizens have continuing access to records that document their history.

Strategic Direction

NARA's vision is to transform the NHPRC grants program into a more effective platform for supporting the President's Digital Government Strategy and Administration policies promoting an open and transparent government. NHPRC grants provide a unique opportunity to support local projects that support common data standards, promote the use of mobile applications to access government information, and make State and local government data available in open formats and machine-readable data sets.

Funds requested in the FY 2015 budget would be used to support three key goals that combine the statutory role of the NHPRC with the Administration's objectives to create a modern and effective, twenty-first century government:

1. *Accelerate digital literacy and citizen engagement.*—Funds requested in FY 2015 would be used to: develop partnerships between archival institutions and K-12 educators to expand the use of digital technologies to access primary source documents in schools; provide for the professional development of archivists and records managers to develop the skills necessary to promote and innovate digital literacy and citizen engagement; and enlist “citizen archivists” in archival processes to accelerate digitization and online public access to historically valuable records and data.
2. *Create a national partnership for Digital Government with State and local government archives.*—Funds requested in FY 2015 would be used to: develop performance targets to assist State and local government archives in preservation and access to their holdings, especially electronic records; promote the use of common data standards to encourage the use of machine-readable and open formats in State and local government data sets; and establish a national partnership infrastructure to share research and best practices in digital government and open data strategies.
3. *Expand public access to digital historical records on-line.*—Funds requested in FY 2015 would be used to: support innovative new approaches to providing public access to historical records, including through mobile applications; digitize permanently valuable historical records currently only available in print or microfilm; and support the development of national repositories for digital content that could serve as “shared services” IT platforms for non-Federal archives.

Founding Fathers Project

The NHPRC will continue to oversee the long-term *Founding Fathers* editorial projects, which are making the papers of the Founding Fathers freely available online in a modern (transcribed) format with fully scholarly annotation. The *Founders Online*, a free web resource launched in June 2013, includes hundreds of volumes of the personal papers of six of the political leaders and statesmen who formed American Democracy by signing the Declaration of Independence, taking part in the American Revolutionary War, and establishing the United States Constitution: George Washington, John Adams, Thomas Jefferson, James Madison, John Hamilton, and Benjamin Franklin.

Founders Online realized 50,000 unique visitors during its first month of release, and NARA expects its usage to increase during the school year. Early users responded enthusiastically, calling the site “cool”, “excellent”, and “a brilliant new resource” with one noted author characterizing *Founders Online* as “...like having [access to] Washington's and Jefferson's email inboxes.” The site will add new content each year – as it is transcribed – and, by FY 2015, *Founders Online* will provide access to thousands of previously unpublished (and sometimes hidden) papers of some of the most important figures in American history. NARA anticipates that the web site will be complete and all content will be available online in FY 2015.

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

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
Unobligated balances carried forward.....	\$ 719	\$ 525	\$ 525
Recoveries of prior-year obligations.....	\$ 568	\$ 445	\$ 0
New discretionary authority:			
No-year appropriation.....	\$ 4,990	\$ 4,500	\$ 5,000
Joint Committee Sequestration ¹	-\$ 252	\$ 0	\$ 0
New Discretionary authority.....	\$ 4,738	\$ 4,500	\$ 5,000
Unobligated balance, available in future years.....	-\$ 525	-\$ 525	-\$ 525
Total obligations.....	\$ 5,500	\$ 4,945	\$ 5,000
<i>Net outlays</i>	\$ 7,790	\$ 9,642	\$ 5,000

Notes:

1. In accordance with the Sequestration Order signed by the President on March 1, 2013 and required by section 251A of the Balanced Budget and Emergency Deficit Control Act, as amended (2 U.S.C. § 901a), NARA discretionary appropriations were reduced by 5 percent.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Enacted	FY 2015 Request
41.0 Grants, subsidies, and contributions.....	\$ 5,500	\$ 4,945	\$ 5,000
99.0 Total obligations.....	\$ 5,500	\$ 4,945	\$ 5,000

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National Archives and Records Administration

SPECIAL FUNDS

Fiscal Year 2015 Budget Request

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Records Center 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 Record 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 2014 Current.....	1,242.0	\$ 173,429
FY 2015 Budget.....	<u>1,242.0</u>	<u>173,816</u>
Net Change.....	0.0	\$ 387

The FY 2015 budget includes an estimated \$173,816 thousand in obligations for the Records Center Revolving Fund. This represents a net increase of \$387 thousand from FY 2014 estimated obligations. This full cost-recovery revolving fund provides for the operations of the NARA Federal Records Centers Program (FRCP). The FRCP stores 28.8 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.

Income/Cost Comparison

(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Current	FY 2015 Budget
Revenue.....	\$ 187,052	\$ 179,679	\$ 181,476
Expenses.....	<u>181,538</u>	<u>178,599</u>	<u>180,385</u>
Net Operating Results.....	\$ 5,514	\$ 1,080	\$ 1,091

National Archives and Records Administration
Records Center Revolving Fund

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Current	FY 2015 Budget
11.1 Full-time, permanent.....	\$ 55,276	\$ 54,123	\$ 54,495
11.3 Other than full-time permanent.....	2,348	2,379	2,431
11.5 Other personnel compensation.....	2,309	2,093	2,108
11.8 Special personal services payments.....	50	50	50
12.1 Civilian personnel benefits.....	18,294	17,704	17,837
13.0 Benefits for former personnel.....	317	243	245
21.0 Travel and transportation of persons.....	292	353	355
22.0 Transportation of things.....	2,631	2,408	2,426
23.1 Rental payments to GSA.....	43,293	42,523	42,014
23.2 Rental payments to others.....	10,662	11,260	11,260
23.3 Communications, utilities, and misc. charges....	4,996	4,982	5,019
24.0 Printing and reproduction.....	41	32	32
25.1 Advisory and assistance services.....	5,253	4,825	4,861
25.2 Other services from non-Federal sources.....	808	715	720
25.3 Other goods & services from Federal sources...	12,337	11,883	11,973
25.4 Operation and maintenance of facilities.....	658	665	670
25.7 Operation and maintenance of equipment.....	11,303	10,629	10,709
26.0 Supplies and materials.....	1,308	1,211	1,220
31.0 Equipment.....	4,459	5,351	5,391
42.0 Insurance claims and indemnities.....	10	0	0
99.0 Total obligations.....	\$ 176,645	\$ 173,429	\$ 173,816
<i>Subtotal, PC&B.....</i>	<i>78,594</i>	<i>76,592</i>	<i>77,166</i>
<i>Subtotal, non-labor.....</i>	<i>98,051</i>	<i>96,837</i>	<i>96,650</i>
Full-Time Equivalents (FTE).....	1,272.0	1,242.0	1,242.0

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 the operating costs of Presidential Libraries. FY 2013 receipts and outlays include a gift from the George W. Bush Foundation to establish an endowment pursuant to 44 USC 2112(g) providing for the maintenance of the new G.W. Bush Library facility.

Explanation of Changes
(Dollars in Thousands)

	<u>Obligations</u>
FY 2014 Current.....	\$ 3,879
FY 2015 Budget.....	<u>2,931</u>
Net Change.....	-\$ 948

The FY 2015 budget includes an estimated \$2,931 thousand in obligations for the National Archives Gift Fund, a decrease of -\$948 thousand compared to FY 2014 estimated obligations of \$3,879 thousand. FY 2013 obligations include the one-time receipt and investment of approximately \$9,763 thousand to establish an endowment for the new George W. Bush Presidential Library Endowment in FY 2013.

In accordance with 44 USC § 2112(g), the private George W. Bush Foundation donated an amount equal to 20 percent of the initial acquisition cost of the Library facility. NARA invested this endowment in funds outside the Treasury. Annual income from the endowment will be transferred to NARA's Operating Expenses appropriation, to partially offset the costs of facility operations and maintenance.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Current	FY 2015 Budget
Unobligated balance, start of year	\$ 2,221	\$ 2,136	\$ 1,370
Recoveries of prior year unpaid obligations	\$ 66	\$ 26	\$ 0
Budget authority:			
Mandatory appropriation.....	\$ 12,823	\$ 3,087	\$ 3,132
Unexpired unobligated balance, end of year	-\$ 2,136	-\$ 1,370	-\$ 1,571
Total obligations.....	\$ 12,975	\$ 3,879	\$ 2,931
<i>Net outlays</i>	<i>\$ 15,411</i>	<i>\$ 3,036</i>	<i>\$ 3,080</i>

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Current	FY 2015 Budget
21.0 Travel and transportation of persons.....	\$ 88	\$ 71	\$ 69
22.0 Transportation of things.....	55	8	3
24.0 Printing and reproduction.....	10	26	53
25.2 Other services from non-Federal sources.....	273	1,128	1,041
25.3 Other goods & services from Federal sources...	46	2	2
26.0 Supplies and materials.....	96	156	364
31.0 Equipment.....	15	69	3
32.0 Land and structures.....	949	1,023	0
33.0 Investments.....	10,943	778	778
94.0 Financial transfers.....	500	618	618
99.0 Total obligations.....	\$ 12,975	\$ 3,879	\$ 2,931

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, magazines and publications, and merchandise. Additionally, the Trust Fund collects royalties from partnership agreements, investment income, admission fees to Presidential Library museums, and reimbursements from other Federal agencies for records management training and workshops for Federal employees and contractors.

Reproduction of Records: The Trust Fund provides for sales to the public of reproductions of all varieties of records, including documents, photographs, maps, motion pictures, and ADP tapes.

Admission Fees: Fees are charged for admission to the exhibits at most of the Presidential Libraries and for educational workshops and conferences at the 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.

Sales of Prologue Magazine: The Trust Fund supports the printing and distribution of Prologue magazine, a publication that presents stories based on the rich holdings and programs of the National Archives across the nation.

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 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.

Fees for Archival and Records Management Training: The Trust Fund supports efforts to offer archival and genealogical training to the public and records management training to Federal employees and contractors supporting Federal records management programs.

Explanation of Changes

(Dollars in Thousands)

	<u>FTE</u>	<u>Obligations</u>
FY 2014 Current.....	111.0	\$ 16,756
FY 2015 Budget.....	<u>108.0</u>	<u>15,898</u>
Net Change.....	-3.0	-\$ 858

The FY 2015 budget includes an estimated \$15,898 thousand in obligations for the National Archives Trust Fund, a decrease of -\$858 thousand from FY 2014 estimated obligations of \$16,756 thousand. The majority of the decrease is attributable to the conclusion of a State Department project to preserve and digitize the Iraqi Jewish Archives.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Current	FY 2015 Budget
Unobligated balance, start of year	\$ 8,544	\$ 10,467	\$ 11,756
Unobligated balance, precluded from obligation	\$ 0	-\$ 51	-\$ 124
Adjustment of unobligated balance, start of year	-\$ 724	\$ 0	\$ 0
Recoveries of prior year unpaid obligations	\$ 722	\$ 0	\$ 0
Budget authority:			
Mandatory appropriation.....	\$ 17,805	\$ 18,045	\$ 16,614
Joint Committee Sequestration ¹	-\$ 51	-\$ 73	-\$ 80
New budget authority.....	\$ 17,754	\$ 17,972	\$ 16,534
Unexpired unobligated balance, end of year	-\$ 10,416	-\$ 11,632	-\$ 12,268
Unobligated balance, precluded from obligation	-\$ 51	-\$ 124	-\$ 204
Total obligations.....	\$ 15,880	\$ 16,756	\$ 15,898
<i>Net outlays</i>	-\$ 3,337	\$ 0	\$ 0

Notes:

1. In accordance with the Sequestration Order signed by the President on March 1, 2013 and 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 5.1 percent.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Current	FY 2015 Budget
11.1 Full-time, permanent.....	\$ 4,927	\$ 4,480	\$ 4,189
11.3 Other than full-time permanent.....	471	1,094	1,023
11.5 Other personnel compensation.....	176	185	171
12.1 Civilian personnel benefits.....	1,624	1,660	1,628
13.0 Benefits for former personnel.....	5	10	10
21.0 Travel and transportation of persons.....	159	304	286
22.0 Transportation of things.....	165	227	121
23.2 Rental payments to others.....	32	74	77
23.3 Communications, utilities, and misc. charges.....	175	191	197
24.0 Printing and reproduction.....	479	496	502
25.1 Advisory and assistance services.....	21	93	81
25.2 Other services from non-Federal sources.....	2,061	2,035	1,662
25.3 Other goods & services from Federal sources.....	1,867	2,109	2,142
25.4 Operation and maintenance of facilities.....	96	23	20
25.7 Operation and maintenance of equipment.....	160	302	263
26.0 Supplies and materials.....	1,652	1,915	1,927
31.0 Equipment.....	333	105	140
32.0 Land and structures.....	105	0	0
33.0 Investments.....	1,372	1,453	1,459
99.0 Total obligations.....	\$ 15,880	\$ 16,756	\$ 15,898
<i>Subtotal, PC&B.....</i>	<i>7,203</i>	<i>7,429</i>	<i>7,021</i>
<i>Subtotal, non-labor.....</i>	<i>8,677</i>	<i>9,327</i>	<i>8,877</i>
Full-Time Equivalents (FTE).....	108.0	111.0	108.0



NATIONAL
ARCHIVES

FISCAL YEAR 2015 ANNUAL PERFORMANCE PLAN

**Submitted to Congress
March 10, 2014**

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

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PREFACE

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

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

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

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

Mission:

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

Vision:

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

Our Strategic Goals:

Make Access Happen

Connect With Customers

Maximize NARA's Value to the Nation

Build Our Future Through Our People

These goals and the objectives and initiatives to achieve them are detailed in *The Strategic Plan of the National Archives and Records Administration, 2014-2018*, which will be issued in February 2014. This annual performance plan is based on our Strategic Plan and builds on expected performance in FY 2014. It details the actions and outcomes that must occur in FY 2015 for us to move forward on meeting the goals and objectives in our Strategic Plan. In addition to listing performance goals and measures for evaluating our performance, the plan describes the processes, skills, and technologies, the human capital, and the informational resources needed to meet the year's performance goals. The *President's Budget* identifies the lower-priority program activities as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at <http://www.whitehouse.gov/omb/budget>. We received no aid from non-Federal parties in preparing this plan.

Following is a summary of the resources, by budget authority, we are requesting to meet our FY 2015 objectives. Our budget is linked to the goals in this plan.

<i>(Dollars in thousands)</i>	
Operating Expenses	\$340,486
Office of Inspector General	\$4,130
Repairs/Restorations	\$7,600
Grants	\$5,000
Total Budget Authority	\$357,216
Redemption of Debt	\$19,514
Total Appropriation	\$376,730
Total FTE	3,018

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

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

Our performance measurement system, which we continuously work to improve, is technically

sophisticated, well-established, and provides a decade of trends. The system uses an industrial-strength database and delivers both out-of-the-box and ad hoc analytical tools to everyone in NARA. It thereby has the capacity to support both the data and the analyses that management requires. The system is well established, dating from 1998. As a result, managers throughout NARA accept its figures as official. This not only simplifies management conversations, it encourages everyone to supply good data. Lastly, the availability of trend data gives the agency the ability to see how things have changed over time.

We must succeed in reaching our goals because the National Archives and Records Administration is not an ordinary Federal agency. Our mission is to drive openness, cultivate public participation, and strengthen our nation’s democracy through public access to high-value government records. This mission puts us at the very heart of continuity of government, public trust, and the national morale. Whether publishing the *Federal Register*, protecting the critical records assets of Federal agencies nationwide, serving American’s veterans, solving the challenge of preserving electronic information so it is readily accessible in the future, or displaying our nation’s Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights—to inspire the American public, NARA plays a critical role in keeping America’s history and democratic ideals safe and secure. This performance plan is our FY 2015 road map for meeting the great expectations of our nation.

National Archives and Records Administration

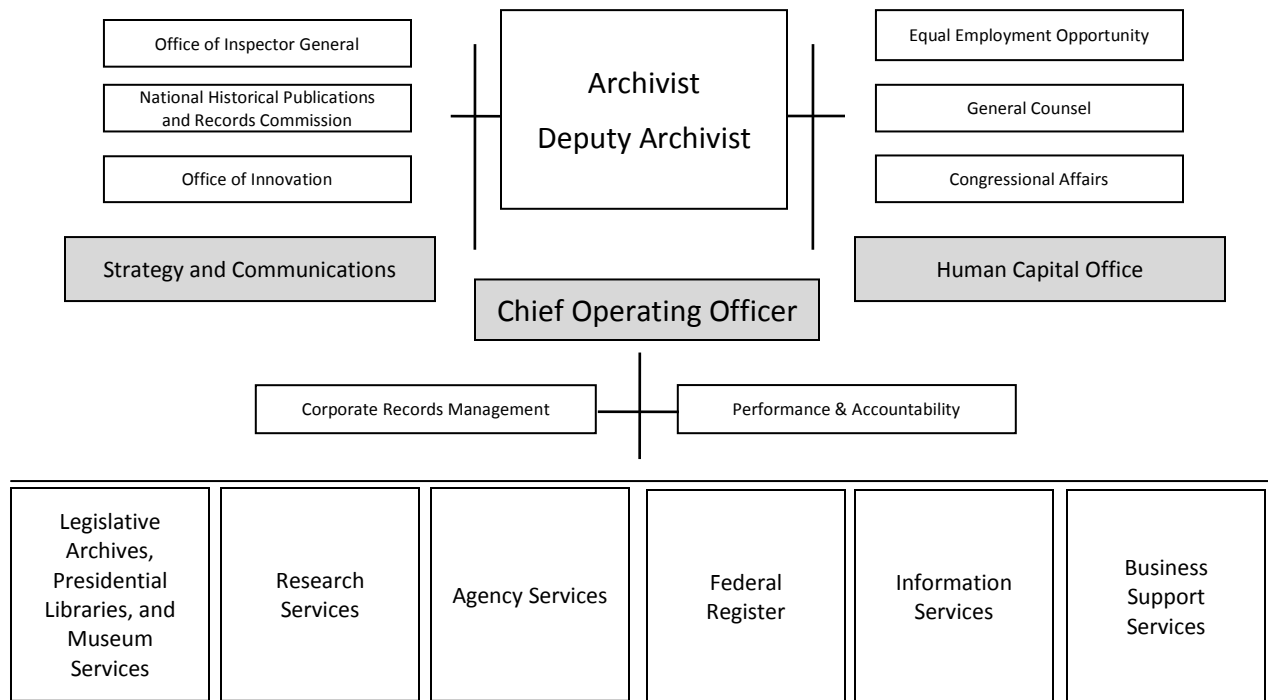


Figure 1. NARA’s Organization Chart (as of January 31, 2014)



Strategic Goal
MAKE ACCESS HAPPEN

Make Access Happen establishes “public access” as NARA’s core purpose. *Make Access Happen* states that public access is the ultimate outcome of all of our work. *Make Access Happen* also signals a significant shift in strategy and purpose: We will reach beyond the traditional role of making records available for others to discover, and will *make* access happen by providing flexible tools and accessible resources that promote public participation.

Objective: **Make all records available to the public in digital form to ensure that anyone can explore, discover, and learn from NARA holdings**
Goal Leader: Office of Innovation

<i>FY 14 Estimated Performance Goals:</i>	<i>FY 15 Projected Performance Goals:</i>
<ul style="list-style-type: none"> • Increase the number of archival records available online (existing measure) • Increase the percent of archival holdings processed (existing measure) • Increase the percent of archival holdings described in an online catalog (existing measure) 	<ul style="list-style-type: none"> • Increase the number of retrievals of digital archival records (set baseline) • Increase the number of repeat online visitors (set baseline) • Increase the number of archival records available online (existing measure) • Increase the percent of archival holdings processed (existing measure) • Increase the percent of archival holdings described in an online catalog (existing measure)
Strategic Initiative 1:	Describe all holdings online to make them easy to use and provide archival context.
<ul style="list-style-type: none"> • Launch the production version of the Online Public Access tool. 	
Strategic Initiative 2:	Digitize all analog archival records to make them available online.
<ul style="list-style-type: none"> • Develop a digitization plan for NARA’s holdings. 	<ul style="list-style-type: none"> • Launch implementation of new digitization plan for NARA’s holdings.
Strategic Initiative 3:	Accelerate processing of analog and digital records to quickly make our records available to the public.
<ul style="list-style-type: none"> • Develop a concept of operations and a prototype for a Digital Processing Environment. 	<ul style="list-style-type: none"> • Complete the production design of a Digital Processing Environment for initial applications.

Significance: The Internet has extended enormously our reach. The chart below tells the story. From 2005 to 2013, the number of online visits to NARA more than doubled, until now they constituted 94 percent of visits to NARA. This dwarfs the number of exhibition visits shown in red on the chart, despite its increase of 12 percent. Our 170,000 research room visitors are too few to even be visible here. If we included online visits through partners hosting digital images of our records, the picture would be even more dramatic. Clearly, our main opportunity for *making access happen* lies online.

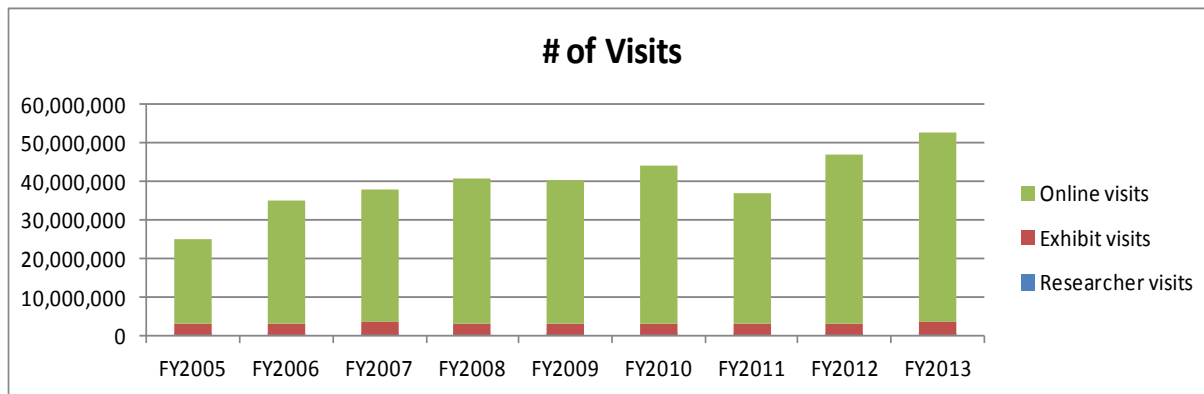


Figure 2. Visits to NARA 2005-2013, Online, Exhibit, Researcher

The chart above is all the more striking when you realize that *less than two percent of our records are currently available online*. We therefore think that the best way to make access happen is to make more of our records available in digital form – which is exactly this objective.

Means and Strategies To make access happen by making records available in digital form, we are focusing on three initiatives:

- *Describe all holdings online.* Before people can use our records, they have to find them. That requires an online catalog and content to go in it. More than 80 percent of our records are already described online. We intend to reach 100 percent.
- *Digitize.* The core initiative is our digitization program by which we make digital versions of our documents, photographs, maps, movies, and sound recordings. This work is the key to increasing the number of records available to the public online.
- *Process.* Before describing or digitizing records, we need to *process* them. That means going through the boxes, inventorying the contents in detail, doing basic preservation work, and identifying any restrictions such as those imposed by the Privacy Act. We will accelerate processing of analog and digital records to quickly make our records available to the public. This solution is consistent with the Digital Processing Environment outlined in the FY2014 President's Budget submission.

Our first initiative, *describe all holdings online to make them easy to use and provide archival context*, is a basic building block for us to make access happen. It allows us to provide public access (and public participation) by making the information about our holdings available and discoverable, and also by providing it in a form that the public can use, reuse, and enhance. To achieve this, we will continue to incrementally reduce our description backlog—85 percent described in FY 2014, 90 percent in FY 2015, with a goal of 100 percent described by FY 2017. In FY 2014, roll-out of the updated descriptive entry system, the Description and Authorities Service (DAS), will streamline description entry, review,

tracking, and reporting. The next generation of the Online Public Access (OPA) system—NARA’s online catalog—will also be launched FY 2014. Both will greatly enhance the searchability and availability of our cataloguing data so that the data can be made available to the public more quickly.

Our second initiative, *digitize all analog archival records to make them available online*, goes hand-in-hand with description of 100 percent of our records as a basic building block for us to make access happen. With more than 12 billion items to digitize, we will have to plan and execute strategically and with a focus on identifying and prioritizing those records that will be of maximum interest and use to the public as we work incrementally toward the goal of 100 percent digitization. In FY 2014 we will develop the plan for digitization and making the digitized materials readily and securely available to the public. In FY 2015, we will launch the implementation of that plan.

Third, we must *accelerate processing of analog and digital records to quickly make our records available to the public*. To make this happen, we need to enhance the framework in which we receive, ingest, process, preserve, and provide access to electronic records and other digital materials in our custody. We will do this through a phased approach; one of the first enhancements is the system supporting the ingest process functions, known as the Digital Processing Environment (DPE). The continuing increase in electronic records and the Presidential Directive for Records Management that instructs agencies to process their records in an electronic manner are the drivers for this enhancement. Work in FY 2014 will focus on developing a pilot for DPE that can effectively reside in a Federal Cloud environment, or within a Federal data center. This pilot will serve as an evaluation tool to allow NARA and some agencies to assess the performance of DPE and make changes to the requirements, if required. Work in FY 2015 will focus on creating a production version of DPE that can be used to process records.

Key external factors We intend to accomplish some of this goal through partnerships with other organizations that want to publish our holdings on their web sites. Progress in processing Presidential records may be hindered by an unusually large number of special access requests or Presidential Records Act (PRA)/FOIA requests and the need to review records page by page.

FY 2013 Results Our FY 2013 Performance results were published in NARA’s FY 2013 Performance and Accountability Report, which is available online at:

<http://www.archives.gov/about/plansreports/performance-accountability/2013/index.html>

Our FY 2014 Performance results will be integrated with our FY 2015 and FY 2016 Annual Performance Plan in this section.

Verification and Validation

<i>Performance Data</i>		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Number of retrievals of digital archival records.	<i>Target</i>						—	Baseline
	<i>Actual</i>	—	—	—	—			
Percent of online visitors who are repeat visitors.	<i>Target</i>						—	Baseline
	<i>Actual</i>	—	—	—	—			
Percent of traditional records available online.	<i>Target</i>	0.30	0.65	1.0	1.2	1.4	1.6	
	<i>Actual</i>	0.06	0.8	1.2	1.2			
Percent of traditional archival holdings described in an online catalog.	<i>Target</i>	70	75	80	85	85	90	
	<i>Actual</i>	72	74	81	83			
Percent of electronic archival holdings described in an online catalog.	<i>Target</i>	70	75	80	85	85	90	
	<i>Actual</i>	96	96	87	93			
Percent of artifact archival holdings described in an online catalog.	<i>Target</i>	70	75	80	85	95	95	
	<i>Actual</i>	74	78	88	95			
Percent of archival holdings processed.	<i>Target</i>	51	55	60	65	67	70	
	<i>Actual</i>	47	53	60	65			

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

Definitions NARA's Digitization Strategy: <http://www.archives.gov/digitization/strategy.html>.



Strategic Goal
CONNECT WITH CUSTOMERS

Connect with Customers challenges us to continuously improve customer service, cultivate public participation, and generate new understanding of the importance of records in a democracy. We will continuously engage with and learn from our customers—individuals, organizations, and other Federal agencies. We will build long-term, positive, effective relationships, and provide a consistent customer experience across programs, platforms and locations. We will be an exemplary culture of open government.

Objective: **Improve internal and external customer engagement to cultivate and sustain public participation.**
Goal Leader: Office of Research Services

<i>FY 14 Estimated Performance Goals:</i>	<i>FY 15 Projected Performance Goals:</i>
<ul style="list-style-type: none"> • Meet or exceed targets on our customer service metrics (existing measures) <ul style="list-style-type: none"> ▪ Sustain the percent of DD-214/separation requests answered within 10 working days ▪ Increase the percent of Freedom of Information Act requests for Federal records answered within 20 working days ▪ Improve customer satisfaction with NARA records management services ▪ Improve customer satisfaction with customers retrieving military records from NPRC 	<ul style="list-style-type: none"> • Increase the number of contributions (tagging, comments) by the public on NARA and third-party platforms (set baseline) • Increase the number of Federal Register.gov subscriptions • Increase the number of MyFR.gov accounts • Meet or exceed targets on our customer service metrics <ul style="list-style-type: none"> ▪ Sustain the percent of DD-214/separation requests answered within 10 working days ▪ Increase the percent of Freedom of Information Act requests for Federal records answered within 20 working days ▪ Improve customer satisfaction with NARA records management services ▪ Improve customer satisfaction with NARA internal services ▪ Improve customer satisfaction with customers retrieving military records from NPRC
Strategic Initiative 1:	Integrate customer service activities to more proactively respond to and effectively understand our customer needs.
<ul style="list-style-type: none"> • Streamline NARA’s public facing telephone tree operations. • Develop requirements and concept of operations for a NARA-wide researcher registration system. • Deploy enhancements to NARA’s 311 internal customer service delivery system. 	<ul style="list-style-type: none"> • Complete development, testing, and acceptance of a NARA-wide researcher registration system.

<i>FY 14 Estimated Performance Goals:</i>		<i>FY 15 Projected Performance Goals:</i>	
Strategic Initiative 2:	Expand our use of public participation and crowd-sourcing tools to improve public access and engagement.		
<ul style="list-style-type: none"> Digitize 20 WW1/WW2 films and deploy the Citizen Archivist community to work on their transcription. 	<ul style="list-style-type: none"> Digitize 50 WW1/WW2 films and deploy the Citizen Archivist community to work on their transcription. 		
Strategic Initiative 3:	Create a unified national outreach program (exhibitions, educational, and public programming) that engages diverse audiences in learning about government records and inspires active participation in America’s democratic process.		
<ul style="list-style-type: none"> Develop a detailed plan for an expanded national outreach program. 	<ul style="list-style-type: none"> Launch an expanded national traveling exhibit program. Launch an expanded national education and public program initiative in collaboration with the traveling exhibit program. 		
Strategic Initiative 4:	Develop a virtual regulatory environment to increase transparency and expand public participation in the Federal rule-making process.		
<ul style="list-style-type: none"> Establish a process for earlier engagement with Federal agencies on their rule making process. Develop a new tagging strategy with the Government Printing Office for rule making documents. Give <i>federalregister.gov</i> official status. 	<ul style="list-style-type: none"> Synchronize <i>regulations.gov</i> and <i>federalregister.gov</i> to provide a seamless commenting experience. Work with EPA and OMB to develop a standardized taxonomy for use in rulemaking documents. 		

Significance We will continuously engage with and learn from our customers—individuals, organizations, and other Federal agencies—to build effective relationships and provide a consistent customer experience across programs and locations. Our customers deserve the best service we can deliver.

Means and Strategies We want to truly connect with our customers so they seek NARA as their “preferred destination” for authentic sources of information. To reach this goal, we welcome and encourage customer participation to provide a unified experience across all business lines. We cultivate our own internal customer service to better serve our internal customers/communities, each other. Ultimately, it is about turning “no” into “let’s see what we can do to help you”; providing other avenues for finding the information our customers need if we do not have it; reaching beyond ourselves with sustainable solutions; and gaining new interest and expectations for our holdings and the work we do. We propose to capture “repeat” visits to NARA in addition to initial visits both physically and online.

We will work to coordinate our efforts to ensure that our customer service meets our customer’s needs. Some of the strategies we will take toward that end include:

- measuring performance against customer service standards
- developing a national approach to systematically collect customer request/feedback

- deliberately taking actions to improve services based on customer feedback
- developing and implementing customer service training for staff, and
- standardizing customer service across our programs and locations.

We are undertaking four initiatives to move us toward this strategic objective. First, we plan to *integrate internal and external customer service activities to more proactively respond to and effectively understand our customer needs*. Through this initiative we hope to improve customer service, identify new service opportunities, and better track customer relationships. One way to do this is through a nationwide researcher registration system. We plan to build the requirements for this system during FY 2014, and develop, test, and accept the system during FY 2015. Another effort we plan to undertake in FY 2014 is improvement of our telephone tree operations, simplifying it for customers trying to reach us by phone. We also plan to bolster internal customer service by way of enhancing the “NARA 311” internal customer service delivery system during FY 2014.

Our second initiative is to *expand our use of public participation and crowd-sourcing tools to improve public access and engagement*. Key to connecting with customers is to provide them with tools that allow them to work with our records. We have seen success in our initial Citizen Archivist pilot programs and in other initiatives across the Federal Government, such as the Citizen Scientist initiatives. To expand public participation and crowdsourcing, in FY2014 we will digitize 20 WW1/WW2 films, and expand the scope of our Citizen Archivist community to work on transcription. We will continue in FY2015 and digitize 50 WW1/WW2 films, hold Citizen Archivist workshops and transcribe-a-thons, and make films and digitized photographs available online via apps and other social media platforms.

Another initiative is to *create a unified national outreach program (exhibitions, educational, and public programming) that engages diverse audiences in learning about government records and inspires active participation in America’s democratic process*. This program will enable us to expand our current outreach program through a variety of venues and collaborations, including better sharing expertise and resources across the agency and reinforcing the NARA brand in all of our facilities. In FY 2014 we plan to develop a detailed plan for expanded national outreach; in FY 2015, we will launch the plan as well as an expanded national traveling exhibit.

Finally, we plan to *develop a virtual regulatory environment to increase transparency and expand public participation in the Federal rule-making process*. This effort has two dimensions – an outward facing effort directed at improving the experience of public participation in the process, and an inward facing effort directed at improving the experience of Federal agencies that develop, review comments about, and promulgate Federal regulations. Both customer groups deserve our best efforts to support their ability to access and use the Federal rule-making process. In large part, these efforts both involve synchronizing existing resources, particularly the *federalregister.gov* (operated by NARA) and *regulations.gov* (operated by the Environmental Protection Agency) websites. In cooperation with EPA and GPO, we will establish a working group to identify and complete tasks that achieve goals relating to both dimensions of this effort. Among these goals in FY 2014 are giving *federalregister.gov* official status, engaging our agency customers earlier in the rule-making process, and setting the stage for better future synchronization by improving our technical foundation for doing so. For FY 2015, our goal is to improve the public experience by creating a seamless commenting process across both websites, and by moving forward on steps that have been identified by the working group to simplify the document creation and submission processes for Federal agencies.

Key external factors Unexpected increases in records holdings or public interest in groups of records can significantly increase workloads and response times. We cannot control the response time for FOIAs that must be referred to other agencies. We are dependent upon cooperation from EPA’s e-rulemaking program office for some of the goals established for improving the Federal rule-making process and GPO who owns the domain name and has the contract for FR 2.0 development and maintenance.

FY 2013 Results Our FY 2013 Performance results were published in NARA’s FY 2013 Performance and Accountability Report, which is available online at:

<http://www.archives.gov/about/plansreports/performance-accountability/2013/index.html>

Our FY 2014 Performance results will be integrated with our FY 2015 and FY 2016 Annual Performance Plan in this section.

Verification and Validation

<i>Performance Data</i>		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Number of contributions (tagging, comments) by the public on NARA and third-party platforms	<i>Target</i>	—					Baseline	
	<i>Actual</i>	—	—	—	—			
Number of <i>FederalRegister.gov</i> subscriptions	<i>Target</i>	—					Baseline	TBD
	<i>Actual</i>	—	2,487	9,821	21,423			
Number of <i>FederalRegister.gov</i> MyFR.gov accounts	<i>Target</i>	—					Baseline	TBD
	<i>Actual</i>	—	—	4,611	15,928			
Number of clicks on the <i>FederalRegister.gov</i> commenting feature	<i>Target</i>	—					Baseline	TBD
	<i>Actual</i>	—	—	7,462	65,088			
Number of <i>Office of Federal Register Publications</i> retrieved online (in millions)	<i>Target</i>	—					—	—
	<i>Actual</i>	318	230	266	294			
Percent of DD-214/separation requests answered within 10 working days	<i>Target</i>	—					95	95
	<i>Actual</i>	94	93	92	95			
Percent of Freedom of Information Act requests for Federal records completed within 20 working days	<i>Target</i>	87	88	89	90	85	86	
	<i>Actual</i>	90	91	84	83			
Customer satisfaction with NARA records management services	<i>Target</i>	—					—	TBD
	<i>Actual</i>	81	81	81	81			
Customer satisfaction with NARA internal services	<i>Target</i>	—					Baseline	TBD
	<i>Actual</i>	—	—	TBD	TBD			
Customer satisfaction with retrieving military records from NPRC	<i>Target</i>	—					87	>88
	<i>Actual</i>	85	92	90	86			
Number of daily researcher visits (in thousands)	<i>Target</i>	—					—	—
	<i>Actual</i>	137	129	123	114			
Number of website visits (in millions)	<i>Target</i>	—					—	—
	<i>Actual</i>	41	34	44	50			
Number of daily general visits to museums and exhibitions (in millions)	<i>Target</i>	—					—	—
	<i>Actual</i>	2.8	3.0	3.1	3.2			
Number of public program attendees, excluding education (in thousands)	<i>Target</i>	—					—	—
	<i>Actual</i>	392	474	369	470			
Number of education program attendees	<i>Target</i>	—					—	—
	<i>Actual</i>	196	336	310	324			

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

Definitions Crowd-sourcing: The practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from the online community rather than from traditional employees or supplier.

DD-214/Separation Requests: Military service separation records.

Tagging: The process of creating tags to identify images or text within a website as categories or topics. A tag is a non-hierarchical keyword or term assigned to a piece of information (such as an Internet bookmark, digital image, or computer file). This kind of metadata helps describe an item and allows it to be found again by browsing or searching.



Strategic Goal

MAXIMIZE NARA’S VALUE TO THE NATION

Maximize NARA’s Value to the Nation recognizes public access to government information creates measurable economic value, which adds to the enduring cultural and historical value of our records. We will continue to be an effective steward of the government resources that we hold in trust and will constantly strive to be a responsive 21st-century government agency. We will strive to implement new business practices to achieve greater efficiency and effectiveness in all we do and ensure institutional sustainability.

Objective:

Reform and modernize records management policies and practices within the Federal government to effectively support the transition to a digital government.

Goal Leader: Agency Services

<i>FY 14 Estimated Performance Goals:</i>		<i>FY 15 Projected Performance Goals:</i>	
<ul style="list-style-type: none"> The percent of agencies that are in the low risk category of the Records Management Self Assessment increases. The percent of agencies that have implemented Goal 1.2 of the Managing Government Records Directive—managing all email electronically by the end of 2016—increases. The percent of agencies that have implemented Goal 1.1 of the Managing Government Records Directive—managing all permanent records electronically by the end of 2019—increases. 		<ul style="list-style-type: none"> The percent of agencies that are in the low risk category of the Records Management Self Assessment increases. The percent of agencies that have implemented Goal 1.2 of the Managing Government Records Directive—managing all email electronically by the end of 2016— increases. The percent of agencies that have implemented Goal 1.1 of the Managing Government Records Directive—managing all permanent records electronically by the end of 2019—increases. Increase the number of archival records made available to the public through NHPRC grants (arranged, catalogued, digitized) 	
Strategic Initiative 1:	Establish requirements for Federal agencies to manage all permanent electronic records in an electronic format to support the transition to a digital government.		
<ul style="list-style-type: none"> Revise format guidance for the transfer of permanent electronic records. Provide email guidance (Capstone) training to Federal agencies. 		<ul style="list-style-type: none"> Release an analytical tool for government-wide use. Convert core records management training to online delivery methods. 	
Strategic Initiative 2:	Stimulate investigation of applied research in automated technologies to reduce the burden of records management responsibilities.		
<ul style="list-style-type: none"> Issue the Automated Electronic Records Management Plan and Report. 		<ul style="list-style-type: none"> Develop minimal requirements for commercial or agency-supplied electronic records management services. 	

Significance NARA will develop and demonstrate new practices and technology that lead the industry and set the standard for “cutting edge” of records management, public participation in government, and cultural and civic engagement.

Means and Strategies Each year records management becomes more challenging. The volume of electronic records created in various formats across a range of information technology platforms grows and evolves. Numerous software upgrades, introductions of new technologies, and technological obsolescence are examples of a few of the challenges we face in trying to ensure that the permanent records of our nation are available and accessible.

Public access to government information supports the principles of open government and makes it possible for an informed citizenry. The permanent records of our Federal Government protect the rights of citizens, hold government officials accountable for their actions, and documents present day decisions and events that shape our history. With proper records management, we minimize the risk of losing permanent records that are not only valuable both culturally, and historically, but also make a measurable economic impact to the nation.

In FY 2012, Presidential Memorandum, *Managing Government Records*, called for reform of records management policies and practices to address these challenges and improve performance and promote openness and accountability. In response, the Director of OMB and the Archivist of the United States issued the *Managing Government Records Directive* to address ways to modernize the management of Government records and update records management policies and practices in the Federal Government with emphasis on managing electronic records.

We will continue to engage agencies, our customers, and our stakeholders as we pursue innovative ways to manage electronic records and transition to a digital government. We will address the tasks outlined in the Directive through two initiatives:

The first initiative, *establish requirements for Federal agencies to manage all permanent electronic records in an electronic format to support the transition to a digital government*, will help Federal agencies in their planning, implementation, and transition towards achieving Goal 1.1 and Goal 1.2 of the Managing Government Record Directive. In FY 2014, we will issue revised guidance for the transfer of permanent records. This guidance will specify which file formats are acceptable when transferring permanent electronic records to NARA. It will also contain an appendix that we will update to reflect the continual format changes in how agencies create and use electronic records. In addition, we will provide extensive training on the new Email Guidance (Capstone) to Federal agencies. Both efforts support specific actions in the Directive.

For our second initiative, *stimulate investigation of applied research in automated technologies to reduce the burden of records management responsibilities*, we will issue a comprehensive plan (supporting Goal A3 of the Managing Government Record Directive) that addresses approaches and technologies for managing electronic records that are available today, proposes steps to explore ways of making automation more accessible to agencies, and outlines elements of a future state that will allow for greatly improved management of electronic records in the future. Specifically, we will work with agencies and the vendor community to develop minimal requirements for commercial or agency-supplied electronic records management services. This work will begin in FY 2014 and be completed by the end of FY 2015.

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

FY 2013 Results Our FY 2013 Performance results were published in NARA’s FY 2013 Performance and Accountability Report, which is available online at:

<http://www.archives.gov/about/plansreports/performance-accountability/2013/index.html>

Our FY 2014 Performance results will be integrated with our FY 2015 and FY 2016 Annual Performance Plan in this section.

Verification and Validation

<i>Performance Data</i>		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Percent of cabinet level agencies/departments that are in the low risk category of the Records Management Self Assessment increases	<i>Target</i>					Baseline	TBD
	<i>Actual</i>	8	10	26	TBD		
Percent of independent level agencies that are in the low risk category of the Records Management Self Assessment increases	<i>Target</i>					Baseline	TBD
	<i>Actual</i>	3	12	8	TBD		
Percent of cabinet level agencies/departments that manage all email electronically	<i>Target</i>					Baseline	TBD
	<i>Actual</i>	—	—	—	—		
Percent of independent level agencies that manage all email electronically	<i>Target</i>					Baseline	TBD
	<i>Actual</i>	—	—	—	—		
Percent of cabinet level agencies/departments that manage all permanent records electronically	<i>Target</i>					Baseline	TBD
	<i>Actual</i>	—	—	—	—		
Percent of independent level agencies that manage all permanent records electronically	<i>Target</i>					Baseline	TBD
	<i>Actual</i>	—	—	—	—		
Number of archival records made available to the public through NHPRC grants (arranged, catalogued, digitized)	<i>Target</i>					—	Baseline
	<i>Actual</i>	—	—	—	—		

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

Objective:**Drive public and commercial use and re-use of NARA records to create measurable economic activity.***Goal Leader: Business Services*

<i>FY 14 Estimated Performance Goals:</i>	<i>FY 15 Projected Performance Goals:</i>
<ul style="list-style-type: none"> • Increase the number of archival electronic records available in a machine-readable open format with standard metadata. • Increase the number of NARA-related data sets published in <i>Data.gov</i>. • Increase the number of downloads of NARA data sets from <i>Data.gov</i>. • Achieve LEED Gold certification for the National Archives at College Park. 	<ul style="list-style-type: none"> • Establish baseline for valuing NARA’s economic impact to communities of people visiting NARA facilities. • Increase the number of archival electronic records available in a machine-readable open format with standard metadata. • Increase the number of NARA-related data sets published in <i>Data.gov</i>. • Increase the number of downloads of NARA data sets from <i>Data.gov</i>. • Identify plan for achieving LEED certification at other NARA buildings.
Strategic Initiative:	Provide direct access to record data in machine readable forms to allow efficient use of NARA data.
<ul style="list-style-type: none"> • Launch for the public an API for NARA’s online catalog. 	<ul style="list-style-type: none"> • Analyze NARA information systems and identify candidates for further APIs.

Significance The value we bring to geographic localities across the country by our physical presence is recognized and growing. While this value is not easily quantifiable, we will know we are successful when we can demonstrate our contribution to the greater economy and see that contribution broadening.

Means and Strategies Our value to the nation is demonstrated in part by how we promote efficiency and economy. In addition, the “Big Data” information we have is a national asset. Its use creates jobs and new industries. Through this strategic objective, we strive to better understand how NARA fits into the user communities and the economy at large. We recognize our presence provides economic benefits to the communities we serve; however, we want our work and our assets to have economic value far beyond our immediate communities. We want to leverage our resources beyond the brick and mortar NARA to generate economic benefits to the nation.

The White House’s Digital Government Strategy directs agencies to make high value data and content in customer-facing systems available through web APIs. The White House’s Open Data Policy directs agencies to manage government information as an asset throughout its lifecycle to promote openness and interoperability. Currently, we have provided limited API capabilities for small datasets through *Data.gov*, but we are undertaking an initiative to help us in meeting our objective to *provide direct access to record data in machine readable forms to allow efficient use of NARA data*. We will meet the requirements of the Digital Government Strategy and use APIs to provide direct access to records and metadata in open and machine-readable formats to expand the availability and public use of NARA data. In FY 2014 we will develop and launch an API for NARA’s online catalog. We will then support the

public's leveraging of the API to use NARA's online catalog, through documentation and issue resolution.

Key external factors We cannot know the full scope of economic benefits that making our records more accessible brings to the public.

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Verification and Validation

<i>Performance Data</i>		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Estimated dollar value to our communities of people visiting NARA facilities	<i>Target</i>						—	Baseline
	<i>Actual</i>	—	—	—	—			
Percent of archival electronic records available in a machine-readable open format with standard metadata	<i>Target</i>						—	Baseline
	<i>Actual</i>	—	—	—	—			
Number of downloads of NARA data sets from data.gov	<i>Target</i>						Baseline	TBD
	<i>Actual</i>	—	—	—	—			
Number of data sets available in Data.gov	<i>Target</i>						Baseline	TBD
	<i>Actual</i>	—	—	—	—			

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

Definitions API: An abbreviation for Application Program Interface, a set of routines, protocols, and tools for building software applications. The API specifies how software components should interact and are used when programming graphical user interface (GUI) components. A good API makes it easier to develop a program by providing all the building blocks. A programmer then puts the blocks together.

Big Data: The term used for a collection of data that is so voluminous that it becomes difficult to process using on-hand database management tools or traditional data processing applications.

LEED: Leadership in Energy and Environmental Design is a building certification process to enhance environmental awareness and encourage the design and construction of energy-efficient, water-conserving buildings that use sustainable or green resources and materials.

Machine readable formats: Data in a format that can be read by a computer.



Strategic Goal

BUILD OUR FUTURE THROUGH OUR PEOPLE

Build Our Future Through Our People is our commitment to provide all employees with development and growth opportunities necessary to successfully transition to a digital environment. We have an opportunity to “become more” – to find ways to be better at our jobs, smarter in our work, savvier in our decisions, and bolder in our commitment to leading the archival and information professions to ensure continued relevance and flourishing of archives in a digital society. We will build a modern and engaged workforce, develop the next generation of leaders, and encourage employees to collaborate, innovate, and learn. We will provide a workplace that fosters trust, accepts risk, and rewards collaboration.

Objective: **Create and sustain a culture of empowerment, openness, and inclusion**
Goal Leader: Office of Human Capital

<i>FY 14 Estimated Performance Goals:</i>	<i>FY 15 Projected Performance Goals:</i>
<ul style="list-style-type: none"> • Improve NARA scores on EVS questions about empowerment, openness, and inclusion. • Improve NARA scores on EVS questions about internal communications. 	<ul style="list-style-type: none"> • Improve NARA scores on EVS questions about empowerment, openness, and inclusion. • Improve NARA scores on EVS questions about internal communications.
<p>Strategic Initiative 1: Foster an employee development culture to promote learning and leadership by all.</p>	
<ul style="list-style-type: none"> • Create and implement a strategic Leadership, Manager, and Supervisor development program consistent with NARA’s mission, vision and goals. • Identify learning and development requirements for NARA’s occupational development programs that develop the functional and technical expertise to support today’s mission and prepares the workforce for the future. • Identify the learning and development requirements for a professional growth program that facilitates employee development of core competencies and enables career growth and personal satisfaction for all employees. • Create and begin the implementation of NARA’s executive development program. 	<ul style="list-style-type: none"> • Implement occupational development programs to support the functional development and growth of NARA’s workforce. • Implement a NARA-wide professional growth program that enables core competency development, career growth opportunities, and personal satisfaction for all employees.

Strategic Initiative 2:	Cultivate a robust, well-connected internal communications environment to support informed action at all levels.	
	<ul style="list-style-type: none"> • Launch mobile access to NARA’s Internal Communication Network for staff. • Implement a NARA managers and supervisors communication resource hub. 	

Significance People are the most important part of any agency. NARA will dedicate itself to promoting a culture that rewards openness and inclusion in its workforce to ensure every employee feels empowered to positively impact the work environment. NARA will invest in the development of its workforce to create leaders at all work levels, maintain the functional expertise required for mission and personal success, and enable employees to take advantage of career growth and career broadening opportunities. In addition, NARA will work to provide a trusting and collaborative workplace that accepts risk, encourages open communication, and ensures that all employees have opportunities to achieve their full potential.

Means and Strategies Changing the culture of an organization is a difficult task and cannot be forced from the top. The organization can support culture changes by rewarding, supporting, and developing the behaviors it hopes to embody. NARA will support its desired culture change by effectively empowering and developing its workforce, and ensuring clear transparent communications with the entire workforce.

Two initiatives will advance our work toward the strategic objective. First, we will *foster an employee development culture to promote learning and leadership by all*. This initiative helps us foster a culture of continuous learning through a strategic learning and development program focusing on leadership development, functional expertise, and career growth for all employees. One of the key elements impacting culture change in any organization is a structured professional development program that ensures professional expertise, supports career growth, and empowers the workforce. While employees are expected to take control of their own careers, the organization will create an environment conducive to their development, and will provide learning and development opportunities consistent with the mission, goals, and vision of the organization. In FY 2014, we will implement a strategic development program for NARA managers and supervisors, and begin implementation of an executive development program. In FY 2015, we will implement an occupational development program that develops the functional and technical expertise to support our mission today and prepare our staff for the future. In addition, we will implement a professional growth program for all staff.

Second, we will *cultivate a robust, well-connected internal communications environment to support informed action at all levels*. We have had good success with the ICN, a software application that encourages both structured and unstructured conversations on any topic. Using it, interested staff are learning about—and contributing to—developments from all over NARA and at all levels. Our next step with the ICN, in FY 2014, is to take it mobile to encourage participation at all hours and places. In addition, we plan to implement a communications resource hub for managers and supervisors. Beyond technology, we have an initiative to improve two-way communications, not just the one-way, top-down kind familiar to everyone.

Together, these initiatives will continue to move the culture in the direction of empowerment, openness, and inclusion.

Key external factors NARA has no control over the operations or service availability of mobile cell carriers.

FY 2013 Results Our FY 2013 Performance results were published in NARA’s FY 2013 Performance and Accountability Report, which is available online at:

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Verification and Validation

<i>Performance Data</i>		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
NARA scores on EVS questions about empowerment, openness, and inclusion	<i>Target</i>						TBD	TBD
	<i>Actual</i>	—	—	—	—			
NARA scores on EVS questions about internal communications	<i>Target</i>						TBD	TBD
	<i>Actual</i>	—	—	—	—			

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

Definitions EVS: OPM’s annual Employee Viewpoint Survey.

ICN: NARA’s Internal Collaboration Network is an agency-wide, cross-departmental tool for collaboration and knowledge sharing.

Objective:	Ensure we have a diverse workforce with the skills necessary to fulfill our mission. <i>Goal Leader: Office of Human Capital</i>	
	<i>FY 14 Estimated Performance Goals:</i>	<i>FY 15 Projected Performance Goals:</i>
	<ul style="list-style-type: none"> Improve NARA scores on EVS questions about workforce diversity Increase the percent of NARA positions filled in 80 days 	<ul style="list-style-type: none"> Increase the participation rate of employees in underrepresented groups as compared to their representation in the Civilian Labor Force (CLF) Improve NARA scores on EVS questions about workforce diversity Improve performance management score for SES employees on OPM’s PAAT Increase the percent of NARA positions filled in 80 days
Strategic Initiative 1:	Implement innovative practices and tools to recruit, sustain, and retain a 21st Century workforce.	
	<ul style="list-style-type: none"> Implement a talent management strategy. 	<ul style="list-style-type: none"> Implement automated performance management structure, systems, and policies.

Strategic Initiative 2:	Create new career paths for NARA employees to ensure that we have the necessary competencies and skills in a digital environment.	
<ul style="list-style-type: none"> • Identify career paths for 1420 and 1421 occupational series positions. 	<ul style="list-style-type: none"> • Identify career paths for other occupational series positions. 	

Significance NARA will build the workforce of the future by providing opportunities for professional growth, attracting and retaining the next generation of professionals, and maximizing diversity of experience.

Means and Strategies A diverse workforce enhances our agency by ensuring that we can draw on the widest possible variety of viewpoints and experiences to improve the planning and actions we undertake to achieve our mission and goals. Our ability to recruit, sustain, and retain a diverse 21st century workforce is key to NARA’s success. We recognize that a high-performing workforce that embraces diversity empowers all employees to achieve their full potential. Diversity is not limited to simply differences in gender and race, but it includes a variety of differences such as age, religion, sexual orientation, physical size, experience, and thought. By promoting and valuing workforce diversity, we create a work environment rich with opportunities to improve planning, communication, and the actions we take to achieve our mission and goals.

Two initiatives will help advance us toward reaching our strategic objective. The first is to *implement innovative practices and tools to recruit, sustain, and retain a 21st century workforce*. We recognize the value our workforce contributes to meeting our mission today, and the importance of retaining these experienced and knowledgeable staff while effectively recruiting others to bridge staffing gaps to meet future needs. To ensure NARA is focusing its actions and resources on the right point in the employment lifecycle, in FY 2014 we will implement a talent management strategy that helps us identify where the greatest barriers lay—recruiting the best, sustaining the skill level of the workforce and/or retaining the knowledge and skills in key areas. Once we pinpoint the areas with the greatest challenges, we will take action to address issues and make improvements. We will continue to leverage our efforts through our Diversity and Inclusion Strategic Plan to ensure momentum in building a diverse and inclusive workplace. In FY 2015, we plan to implement an automated performance management solution to limit transactional interactions so we can be more consultative with supervisors and managers to build effective performance plans and provide meaningful feedback to staff. Ultimately this feedback will be used to create individual development plans to ensure the agency maintains a staff with the competencies we need now and in the future to successfully achieve NARA’s mission.

Secondly, we will *create new career paths for NARA employees*. Building documented career paths fulfills a desire of staff to understand career growth opportunities and developmental support. This effort also helps to build qualified applicant pools and encourages promotion from within. By removing the guess work of how to get from point A to point B in their career, staff can plan ahead and work with their supervisors to gain the right experience necessary to grow their career at NARA. NARA in turn will be able to anticipate interest in key occupations through tracking participation in developmental programs. This effort will help determine the best strategy that ensures our workforce is prepared and available to meet future needs. In FY 2014, we will start by developing career paths for our two largest occupational series, which include archivist, archives specialist, archives technician, and archives aid positions. In FY 2015, we will develop career paths for other occupational series.

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

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Verification and Validation

<i>Performance Data</i>		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Participation rate of employees in underrepresented groups as compared to their representation in the Civilian Labor Force (CLF)	<i>Target</i>						TBD	TBD
	<i>Actual</i>	—	—	—	—			
NARA scores on EVS questions about workforce diversity	<i>Target</i>						>54	TBD
	<i>Actual</i>	—	58	56	54			
Performance management score for SES employees on OPM’s PAAT	<i>Target</i>						—	Baseline
	<i>Actual</i>	—	—	—	—			
Percent of NARA’s positions filled within 80 days	<i>Target</i>						45	50
	<i>Actual</i>	10	12	27	40			

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

Definitions Career paths: The way that you progress in your work, either in one job or a series of jobs.

Underrepresented groups: Groups of people tracked by the U.S. Equal Employment Opportunity Commission: Minority groups (Black/African American, Latino-Hispanic, Asian, Native Hawaiian/Pacific Islander, and American Indian/Alaskan Native, Two or more races); Women; Persons with Disabilities.

*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 2014	FY 2015
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.	\$10,000 service fee	\$14,768 service fee
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.	\$7,444 service fee	\$7,444 service fee
		\$9,475 service fee Revolving Fund	\$9,475 service fee Revolving Fund
Enterprise Human Resources Integration	EHRI allows NARA to capture and store images from paper personnel records and provides NARA employees with immediate online access to their Official Personnel Files. EHRI reduces the time spent copying, faxing, storing, scanning, retrieving, and mailing paper folders.	\$35,101 service fee	\$35,101 service fee
		\$19,744 service fee Revolving Fund	\$19,744 service fee Revolving Fund
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.	\$56,702 service fee	\$56,702 service fee
		\$30,532 service fee Revolving Fund	\$30,532 service fee Revolving Fund

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 2014	FY 2015
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.	\$40,623 agency contribution	\$40,623 agency contribution
Financial Management LoB	The FM LoB will create Government-wide financial management solutions that are efficient and improve business performance while ensuring integrity, accountability, financial controls, and mission effectiveness.	\$26,143 agency contribution	\$26,143 agency contribution
Geospatial LoB	The Geospatial LoB provides a more coordinated approach to producing, maintaining, and using geospatial data. The Geospatial LoB is a collaborative model for coordinating geospatial-related activities and investments.	\$15,000 agency contribution	\$0 agency contribution