FISCAL YEAR 2013

ANNUAL PERFORMANCE PLAN

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NATIONAL ARCHIVES

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Revised Final
April 15, 2013

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

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

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 We fund grants to increase access to the nation's historical documents.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

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

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

Our Mission:

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

Our Strategic Goals:

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

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

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

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

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

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

These goals and the strategies to achieve them are detailed in *Preserving the Past to Protect the Future: The Strategic Plan of the National Archives and Records Administration, 2006-2016*, re-issued in September 2009. This annual performance plan is based on the goals, strategies, and long-range performance targets in our Strategic Plan, and builds on performance in FY 2012. It details the actions and outcomes that must occur in FY 2013 for us to move forward on meeting the goals and targets in our Strategic Plan. In addition to listing performance goals and measures for evaluating our performance, the plan describes the processes, skills, and technologies, and the human, capital, and informational resources needed to meet the year's performance goals. The *2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's Budget* identifies the lower-priority program activities, where applicable, 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 2013 objectives. Our budget is linked to the performance goals in this plan.

Operating Expenses	**$359,064**
Office of Inspector General	**$4,125**
Repairs/Restorations	**$9,156**
Grants	**$5,031**
Total Budget Authority	**$377,376**
Redemption of Debt	**$16,521**
Total Appropriation	**$393,897**
Total FTE	**3,217**

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

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

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

We must succeed in reaching our goals because the National Archives and Records Administration is not an ordinary Federal agency. Our mission is to ensure that Government officials and the American public have continuing access to essential documentation, and this mission puts us at the very heart of 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 2013 road map for meeting the great expectations of our nation.

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

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

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

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

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

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

FY 13 Estimated Performance   • Conduct 2 records management inspections.

Outcome   Our work is based on the principles of open government —transparency, participation, and collaboration—found in the OPEN Government Directive, issued by the Obama Administration in December 2009. Effective records management improves performance and promotes openness and accountability. Records management is key to the success of open government and ensuring that the public has access to permanently valuable records.

In FY 2012, the President tasked NARA to develop a framework for modernizing the management of Government records. The task was outlined in a Presidential Memorandum entitled *Managing Government Records.* This memorandum marked the start of an executive branch-wide effort to reform records management policies and practices in the Federal government with specific emphasis on managing electronic records.

Records management must stay abreast of the technologies used to create records in the Federal government, and the President's Memorandum underlines the critical nature of this responsibility. While technological advances create opportunities and challenges for agency records management, agencies' increased reliance on electronic systems and communication highlights the urgency to modernize policies and practices.

Records management is the best tool for ensuring that the essential records required for the day-to-day operation of Government business are available and recoverable in the event of an emergency. Records management should be integrated into Federal business processes so that records are routinely identified, retained, and maintained and available for normal operational needs and in emergency situations. Expanding the integration and effectiveness of records management planning and programs will produce cost savings and greater Government-wide efficiency.

Our nation's history is deeply rooted in the business of government. For citizens to understand their role in the process of Government, records of archival value must be preserved. Identifying these records and developing strategies to ensure their availability to the American people is a vital records management function.

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

Means and Strategies In August 2012, the Director of OMB and the Archivist of the United States issued the *Managing Government Records Directive*, laying out the response to the tasks identified in the November 2011 Presidential Memorandum, *Managing Government Records*. This Directive creates a robust records management framework that complies with statutes and regulations to achieve the benefits outlined in the Presidential Memorandum. It addresses specific actions that will be taken by NARA, the Office of Management and Budget (OMB), and the Office of Personnel Management (OPM) to support agency records management programs.

We routinely monitor and assess the state of Federal records management programs through mandatory self-assessments that we issue to Federal agencies. The data highlights a continuing trend of agencies with moderate to high levels of risk in their Federal records management programs. However, the *Managing Government Records Directive* raises the visibility and accountability of records management. The directive specifies the need for and the responsibilities of a Senior Agency Official (SAO) whose responsibilities include ensuring that their respective agency or department complies with all applicable records management statutes, regulations, NARA policy, and the requirements of the Directive. The SAO role also includes establishing agency-wide records management training and ensuring that all agency records are scheduled for retention and disposition. This level of attention allows us to move the self-assessment to every other year while each SAO will begin to annually report on agency progress to reform and improve records management policies and practices within their agency to the Federal government's Chief Records Officer.

Our goal is to continue to address ways to decrease the risks to Federal records and improve agency records management practices. While we continue to conduct inspections, we will investigate analytical tools and approaches to evaluate the effectiveness of records management programs, measure program compliance more effectively, assess risks, and assist in agency decision-making.

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.

Verification and Validation

Performance Data	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of agencies who submit records management self-assessments to NARA.	*50*	*50*	*93*	*89*	*—*
Percent of agencies who submit records management self-assessments to NARA.	91	93	89	85	

Performance Data	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of agencies with passing scores for compliance with Federal records management policy.	—	—	*15*	*10*	—
Percent of agencies achieving passing scores for compliance with Federal Records management policy.	22	6	10	TBD	

Milestones

FY 2010
- NARA's *Open Government Plan* issued.
- Agency self-assessment of their records management program conducted.
- One agency inspection conducted.
- Results of government-wide agency self-assessment analyzed.
- NARA Bulletin on *Developing Flexible Schedules* issued.
- *NARA's Electronic Records Project Summary Report for FY 2005 – FY 2009* issued.
- *FAQs About Managing Federal Records in Cloud Computing Environments* issued.
- Records Management study on Federal web 2.0 and social media use conducted.

FY 2011
- One inspection conducted.
- Agency self-assessment of their records management program conducted.
- Results of Government-wide agency self-assessment analyzed.
- Sufficiency of NARA's statutory authority to manage electronic records examined.

FY 2012
- Agency self-assessment of their records management program conducted.
- Two agency inspections conducted.
- Presidential Memorandum, *Managing Government Records*, issued.

FY 2013 Estimated
- Two agency inspections conducted.

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

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

FY 13 Estimated Performance
- Increase by 10 percent the number of distance learning course offerings.

- Achieve closure of 40 percent of open records schedules registered in FY 2010 or earlier.

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

NARA will improve and increase the guidance that it provides to Federal agencies to support meeting their records management responsibilities and challenges. NARA will also increase the Government's records management capability through studying records management challenges particular to Government and through training and certifying new records managers in every Federal agency. In this digital era, NARA will expand the way it tackles key records management challenges by implementing the tenets of open government as we work collaboratively with our customers and partners to improve

communication and transparency in the Federal Government**.**

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

Means and Strategies   Customer satisfaction is key to NARA's success and crucial to the records management services NARA provides.   Our success in providing agencies with the records management tools they need is the basis for evaluating our service to the Federal Government. Records managers are the most important audience for NARA's records management services, and they are best able to judge our success. We value their input and request feedback on their satisfaction with NARA's records management services, including scheduling and appraisal services, electronic records guidance, and records management training services.

Properly managed records can be used to assess the impact of programs, improve business processes, and share knowledge across the Government. However, years of technological advances have transformed agency operations, creating both challenges and opportunities for agency records management.   Greater reliance on technology has significantly increased the volume and diversity of information that agencies manage. It is critical that NARA update policies and practices to reduce risks of increased costs and lost records when records are not appropriately managed. NARA will work with customers and stakeholders both internal and external to the Government to modernize the management of Government records.

NARA will work with Senior Agency Officials to advocate records management and monitor progress in implementing the goals identified in the *Managing Government Records Directive.*   In addition, NARA will establish a Community of Interest (COI) in cooperation with the Federal Chief Information Officers Council, the Federal Records Council, and other Federal councils, to bring together leaders from information technology, legal counsel, and records management communities to solve specific records management challenges. In coordination with OPM, we will work to establish a formal records management occupational series which will help to promote the professional role of records managers across the Federal government. Collaboration with our customers and stakeholders is key to the success of ensuring that the records that protect citizen's rights, hold the Government accountable for its actions, and document the history of our nation are preserved and accessible throughout time.

As our nation's recordkeeper, NARA's own records management program should be a model of excellence in the Federal community and beyond. NARA aims to be known as a leading practitioner, successful in meeting all records management requirements and in solving the difficult challenges posed by emerging electronic media. Our Corporate Records Management office, Chief Operating Officer, Chief Records Officer, and every NARA business unit will collaborate to achieve this outcome. In 2012 NARA established the Records and Information Management Network, where NARA's Information Management Officers and Records Custodians use web-based tools to execute records management processes such as populating and maintaining a central records inventory database, populating forms and checklists for analyzing record value, etc. We are using information technology tools to bolster collaboration and communications and help modernize our Corporate Records Management program to maximize its effectiveness. This work will benefit NARA and other Federal agencies as we work closely with the Chief Records Officer to share our experiences and inform Government-wide guidance, training, and tools.

Key external factors Agency records management professionals must be self-motivated to attend

training and complete NARA's certification program.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Percent of Federal agency customers that are highly satisfied with NARA records management services.	—	*85*	—	—	*90*	—
Percent of Federal agency customers that are highly satisfied with NARA records management services.	81	81	—	—	81	
Percent of records management training participants taking a NARA records management course for the first time.	39	63	36	34	26	
Number of records management training participants who are taking a NARA records management course for the first time.	2,524	7,625	2,619	1,913	990	
Performance target for percent increase in the number of distance learning course offerings.	—	—	*5*	*5*	25	*10*
Percent increase in the number of distance learning course offerings.	—	—	133	-43	156	
Number of distance learning course offerings.	—	—	28	16	41	
Number of Federal agency staff receiving NARA training in records management and electronic records management.	6,422	12,114	7,233	5,971	3,772	
Number of records management training participants that NARA certified this year.	310	242	282	338	347	
Median time for records schedule items completed (in calendar days).	291	307	285	709	672	
Number of schedule items completed.	3,148	3,248	3,670	5,058	3,498	
Performance target for percent decrease in the number of open schedules two years old or older.	—	—	—	—	*5*	*40*
Percent decrease in the number of open schedules two years old or older.	—	—	—	—	85	
Number of open schedules in the backlog.	507	962	884	724	537	

Milestones

FY 2009
- Customer Satisfaction Survey issued.
- Distance learning techniques to expand customer base selected.

FY 2010
- Approved agency records schedules from 1973 to present digitized and posted.

FY 2012
- At least two courses revised to reflect new NARA initiatives (e.g. ARCIS, ERA).
- Customer Satisfaction Survey issued and results analyzed.

FY 2013 Estimated
- Skill needs analysis of customer agencies conducted.
- Conversion of knowledge area classes to online delivery initiated.

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

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

FY13 Estimated Performance
- Increase number of records management transactions serviced by FRCP by 1 percentage point.

- Make ready 95 percent of Federal agency reference requests within the promised time.

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

- Achieve 90 percent customer satisfaction in servicing veterans' records at NPRC.

- Answer 95 percent of requests for separation documents from the military personnel records facility in 10 working days or less.

- Acquire Customer Relationship Management Software for FRCP.

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

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

Means and Strategies   NARA's Federal Records Center Program (FRCP) is fully reimbursable, allowing us to be more flexible in responding to agency records needs, and requiring us to meet those needs in a cost-effective and efficient way. Customer satisfaction is critical to business success. Our ability to satisfy and retain our customers is dependent on our ability to meet their needs and to anticipate the kinds of services that will be most useful to them. Over the last several years, agencies seeking the FRCP to service electronic records continue to grow. In response, we have piloted and tested a variety of electronic records services. Additionally, in FY 2014, we will update our eVetRecs application to improve usability and increase customer satisfaction.

Customer demand for records management consulting services has also increased. Agencies require assistance from the FRCP to convert hard copy records to digital form and to manage their electronic records. Although the FRCP business has been to primarily service physical records for storage in a warehouse environment, these trends drive NARA to expand its business and offer both traditional and new services to our customers. To assist customers in meeting their records management needs, we will

expand our management of physical records to include all phases of records management, offer digital conversion services, and service electronic records.

As we work to expand business to new and existing customers by providing targeted products and services, we will develop strategies to address marketing electronic Federal Records Center services and records management consulting services; and we will enhance the efficiency of operating procedures, and train our sales force in introduction of new products. We will implement Customer Relationship Management software as a way to holistically approach understanding and solving agencies' records management issues. Tools such as CRM will allow the FRCP to capture marketing leads, effectively track business transactions, and be instrumental in improving our understanding of clients' business needs.

The Archives and Records Center Information System (ARCIS), a web-based application for all FRCP business transactions, provides a robust inventory and space management system for more than 27 million cubic feet of records. ARCIS enables Federal agencies to better manage records throughout the records lifecycle, enables the FRCP to better measure all facets of FRCP performance, and will provide asset management and billing functionality. With ARCIS now deployed at each of our regional records center facilities, we experience increased customer demand to submit business transactions electronically. We will work with agencies to increase agency use of the portal for transfer transactions.

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

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percentage point of records management transactions growth in the Federal Records Centers.	—	—	*1*	*1*	*1*	*1*
Percent of records management transactions growth in the Federal Records Centers.	—	—	2.3	1.6	1.1	
Performance target for percent of customers satisfied with NPRC servicing veterans' records.	—	—	—	—	—	*90*
Percent of customers satisfied with NPRC servicing veterans' records.	—	—	—	—	—	
Performance target for percent of Federal agency reference requests ready within the promised time.	*96*	*97*	*97*	*98*	*98*	*95*
Percent of Federal agency reference requests ready within the promised time.	93	94	97	95	95	
Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.	*75*	*80*	*80*	*80*	*85*	*80*
Percent of written requests to the NPRC answered within 10 working days.	74	69	69	77	74	
Number of written requests to the NPRC answered within 10 working days (in thousands).	854	845	908	846	717	
Number of written requests for civilian records to the NPRC answered within 10 working days (in thousands).	167	94	76	25	29	
Number of written requests for military records to the NPRC answered within 10 working days (in thousands).	687	751	833	821	688	

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of written requests to the NPRC answered (in thousands).	1,149	1,221	1,320	1,094	974	
Performance target for (average) number of working days to respond to requests for military personnel records.	—	—	*15*	*10*	*10*	*10*
(Average) Number of working days to respond to request for military personnel records.	—	17.5	17.4	11.7	10	
(Average) Number of working days to respond to request for civilian personnel records.	7.5	9.9	10.5	9.0	6.7	
Performance target for requests for military service separation records at the NPRC answered within 10 working days.	—	—	—	—	—	*95*
Percent of requests for military service separation records at the NPRC answered within 10 working days.	95	95	94	93	92	
Number of military service separation records (DD-214) requests answered in 10 working days (in thousands).	483	546	524	445	429	

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

FY 2010
- ARCIS Reporting capabilities improved and customer portal enhanced.

FY 2011
- Customer portal in ARCIS expanded to include records transfer, user management, and access control capabilities.

FY 2012
- *Case Management and Reporting System* (*CMRS*) upgraded.
- NPRC's registry files migrated into ARCIS and integrated with CMRS.

FY 2013 Estimated
- Customer relationship management software for FRCP purchased.

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

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

FY 13 Estimated Performance
- Reference Long Range Performance Target 2.2 for future milestones.

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

Significance   The Presidential Libraries Acts of 1955 and 1986 authorize NARA to oversee a system of Presidential Libraries. Through these Libraries, NARA provides access to the evidence of history, giving

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

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

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

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

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

Verification and Validation

Milestones

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

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

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

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

Long Range Performance Targets

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

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

2.3 By 2016, 90 percent of agency declassification programs earn high scores from ISOO.

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

2.5 By 2016, 100 percent of archival holdings are stored in appropriate space.

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

2.7 By 2016, less than 50 percent of archival holdings require preservation action.

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

FY 13 Estimated Performance

- 35 percent of annually targeted traditional archival records transfers arrive at NARA each fiscal year.

- 35 percent of annually targeted electronic archival records transfers arrive at NARA each fiscal year.

Outcome   Records of archival value are preserved for future generations.

Significance   Technology and the movement of the computing environment to Federal workers' desktops have led to a decentralized records management environment. While this enables workers to create and manage their own records (such as e-mail), it has also resulted in a proliferation of both electronic records formats and locations where records are created and stored. In this new environment, traditional paper-based records management control techniques and procedures are often no longer sufficient, resulting in a Federal records management approach that is not well integrated into agency business processes, systems development, information technology infrastructure, and knowledge management. This undermines the authenticity, reliability, integrity, and usability of Federal records and information essential for Government business, particularly electronic Government, and public use. We must guarantee the continuing accessibility of the records of all three branches of our Government

regardless of the media on which they were created. We must instill the importance of transferring to NARA all permanent records, regardless of format, according to their disposition authority and transfer instructions, e.g. when they are eligible to transfer, to minimize loss of Federal records protecting our rights as citizens, demonstrating our government's accountability, and preserving information of historical relevance.

Means and Strategies   We focus our attention on records that are at greatest risk of not being managed effectively, records that document citizens' rights and Government accountability, and records of archival value. With the volume of these records, as well as the number and variety of formats increasing every year, we are challenged with developing timely guidance and ensuring Federal agency compliance with guidance and regulations. We will continue to monitor trends to understand the needs of Federal agencies and how we can improve the timeliness of records transfers to NARA.

By increasing our communications and targeting records at risk of not being managed effectively, we realized ancillary benefits such as increased transfer rates for non-targeted archival records. These results have led us to expand efforts beyond a selection of Federal agencies and to work to ensure that all agencies transfer their permanent records to NARA according to the terms of their records schedules. We require agencies to use ERA and, where feasible, to ingest permanent electronic records directly into ERA. We will continue to monitor trends and work with agencies to increase the volume of electronic records scheduled while also developing new strategies and approaches for promoting awareness in agencies of scheduling and transfer options. If agencies transfer permanent electronic records to NARA when the agencies' business needs for the records have been met, as outlined in the CFR, and with approaches such as the pre-accessioning of electronic records into NARA, we can avoid the loss of records that may occur with lengthy agency retention.

Key external factors   Federal agencies must schedule their records. To know whether records are transferred "on time," records schedules must have deterministic transfer instructions that indicate the year of expected transfer. This is frequently not the case with media neutral and big bucket schedules. Agencies must agree to transfer their permanently valuable records to NARA. Federal agencies must implement Federal electronic records management standards issued by NARA.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of annually targeted traditional archival records transfers arriving at NARA each fiscal year.	*10*	*20*	*30*	*40*	*30*	*35*
Percent of transfers of targeted traditional archival records arriving at NARA each fiscal year.[*]	—	6	24	19	—	
Performance target for percent of annually targeted disposition authorities with electronic archival records arriving at NARA each fiscal year.	*40*	*20*	*30*	*40*	*30*	*35*
Percent of targeted disposition authorities with electronic archival records arriving at NARA each fiscal year.	—	44	35	26	37	

[*]*The process for capturing this data is being redesigned.*

Milestones
FY 2012
- Study to assess the risk of not reducing the scheduling backlog conducted.

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

Definitions   Accessioned: Legal custody of archival materials is transferred to NARA. Disposition authority: A disposition

authority is the same as a schedule item. It identifies a collection of records that are logically related and have the same disposition rules. One disposition authority can support many transfers to NARA over many years.

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

FY 13 Estimated Performance   • Process 65 percent of archival holdings to the point where researchers can have efficient access to them.

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

Significance   We must guarantee the continuing accessibility of the records of all three branches of Government. If we cannot do this, citizens, businesses, and the Government will lose the essential documentation necessary to prove their legal rights; the Government will suffer loss of both accountability and credibility; and as a nation our ability to learn about and understand our national experience will be diminished substantially. Moreover, as the business of government shifts more and more to electronic government and reliance on information technology, activities such as collecting taxes, providing veteran's benefits, and protecting our environment will suffer in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records (see target 3.1).

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

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

Verification and Validation

Performance Data	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Performance target for percent of archival holdings that have been processed to the point where researchers can have efficient access to them.	*30*	*40*	*50*	*55*	*60*	*65*
Percent of archival holdings that have been processed to the point where researchers can have efficient access to them.	30	41	47	53	60	

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Milestones

FY 2009
- Additional staff in Presidential Libraries dedicated to processing hired.
- Processing backlog elimination plans in regional archives implemented.

FY 2010
- New archival staff for processing Presidential records trained.
- Additional archival staff hired.

FY 2011
- Additional archival staff hired.

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

Long Range Performance Target 2.3   By 2016, 90 percent of agency declassification programs earn high scores from ISOO.

FY 13 Estimated Performance
- Achieve 90 percent or higher rate of agency declassification programs receiving high scores as assessed by ISOO.

Outcome Records are properly exempted, referred, or declassified under the automatic declassification provisions of the Executive Order 13526, entitled "Classified National Security Information."

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

Means and Strategies Through collaborative exchanges with agencies, policy clarification, education and training, and increased oversight, ISOO will seek to enhance the efficiency and effectiveness of the declassification program.

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

Our additional efforts to interact with agencies on declassification issues, clarify declassification policy, support declassification education and training and other oversight efforts concerning declassification in FY 2013 will be determined in large measure by the findings of previous annual declassification assessments. Agencies scoring low in initial reviews benefit from our assistance in addressing deficient areas and have shown significant improvements in subsequent reviews.

Key external factors Agencies' cooperation is essential to identifying the records subject to automatic declassification, impediments to meeting the new deadline, and solutions to these impediments. Agencies will focus their review efforts at meeting the December 31, 2013, deadline for Executive Order 13526.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of agency declassification reviews that receive high scores as assessed by ISOO.	*Establish baseline*	*51*	*69*	*80*	*90*	*90*
Percent of agency declassification reviews that receive high scores as assessed by ISOO.	36	53	67	81	94	
Number of agency declassification reviews that receive high scores as assessed by ISOO.	8	10	10	13	15	
Number of agency declassification reviews assessed by ISOO.	22	19	15	16	16	

Milestones

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

FY 2010
- Issuance of new declassification policy through E.O. 13526 and revision of 32 CFR Part 2001.
- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

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

FY 2012
- Declassification reviews of all agencies with substantial declassification review programs assessed.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

FY 2013 Estimated
- Declassification reviews on at least 25 percent of agencies assessed with substantial declassification review programs conducted.
- Declassification reviews on a statistical sample of records processed through the National Declassification Center conducted.
- Recommendations for declassifications programs to improve the quality of their reviews issued.
- Results of assessments reported in Annual Report to President.

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

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

FY 13 Estimated Performance

- Complete quality assurance in the NDC on 300 million backlog pages of classified documents 25 years old and older and accessioned into NARA (Note: cumulative target for records accessioned prior to Jan 2010).

- Prepare for scanning 750,000 pages of Presidential records eligible for declassification review as part of the Remote Archives Capture project.

Outcome   More archival records are declassified and made available for public use while maintaining national security.

Significance   Executive Order 13526, signed on December 29, 2009, requires the declassification of material 25 years old unless specifically exempt. The Government protects millions of classified documents at great expense, including a backlog estimated at the beginning of January 2010 at nearly 400 million pages of Federal records in the National Archives at College Park. In addition, we have 38 million pages of classified records in our holdings in the Presidential Libraries. The majority of these documents, more than 25 years old, no longer require classified protection and can and should be accessible to citizens.

With the issuance of Executive Order 13526, NARA was charged with establishing the National Declassification Center (NDC) as a government-wide inter-agency center to streamline needlessly complex or redundant declassification processes, facilitate quality assurance measures in inconsistently reviewed national security sensitive records, and implement standardized training regarding the declassification of records determined to have permanent historical value. In addition, the Presidential Libraries has a major ongoing project to review classified documents in its holdings under its Remote Archives Capture (RAC) project.

Means and Strategies   NARA retains physical and intellectual control of millions of classified records that have been transferred to us. We prioritize the order in which referrals are processed so as to deal with records of high research interest in a timely manner. We assess the levels of review that have previously been applied to these records and determine the actions that need to be taken on record series to proved appropriately declassified records to the public in as short a time as possible while maintaining national security. The NDC has established standard operating procedures for assessing, evaluating and quality reviewing these records as well as standardized the method for recording agency decisions. Standardization of agency review decisions ensures that when the NDC staff process the records for release or exemption, the agency determination will be clearly understood and NARA will avoid both inadvertently releasing sensitive information and mistakenly withholding records no longer sensitive.

The Presidential Memorandum associated with this Executive Order established a December 31, 2013, deadline for the treatment of all 400 million pages reported in the NARA backlog as of January 2010. Since the mandate, we have improved our database analysis and metrics capability and believe the original backlog was closer to 359 million pages in January 2010. This backlog consists of the following: documents that have had one or more reviews by the original or equity-holding agencies, whose reviewers may not have had the training or experience necessary to accurately identify other government agency

information; documents that may not have been reviewed for Restricted Data or Formerly Restricted Data (RD/FRD) required under the Kyl-Lott amendment; or collections without the proper documentation ensuring they were reviewed for RD/FRD. Kyl-Lott allows the Department of Energy to audit records to ensure that highly sensitive RD/FRD is properly protected.

To ensure that records released to the public have been properly declassified, the NDC has established Evaluation (Sampling)Teams, Kyl Evaluation Teams (page-level review), and Interagency Quality Assurance Teams consisting of representatives from the major classifying agencies. These teams assess the quality of past reviews and the potential sensitivity of the records. The teams will pass records to the interagency referral center (IRC) if satisfied with the quality, schedule records for re-sampling, send the records to a remediation team if there are too many problems, or send records to final declassification processing for public release.

The results of the quality assurance program indicate that the quality of initial agency reviews severely impacts the processing of records for the IRC. NARA is working with the agencies to develop standard equity recognition training and a certification program for declassification reviewers.

For classified materials in the Presidential Library system for which we have no delegated declassification authority, we have established a partnership with the Central Intelligence Agency (CIA) called the Remote Archives Capture project (RAC). The RAC project prepares and optically scans all classified 25-year-old documents that cannot be systematically reviewed by the Presidential Libraries. The purpose of this program is to put all classified Presidential materials in a digital format, which can then be transferred back to Washington, D.C. Once in Washington, the digital images are made available to the primary classifying agency for review and declassification of its equities. The equity declassification review is transmitted to a CIA center, which then returns the declassification decisions to the Library.

Meeting the requirements of Executive Order 13526 is a significant challenge at the Reagan Library where the Library has approximately eight million pages of textual classified Presidential records. In addition, there are approximately 500,000 pages of classified Vice Presidential records at the George H.W. Bush Library. This represents more classified pages than all of the previous Presidential Libraries combined. In the past five years, the RAC project has identified primary equities, prepared pages for scanning, and has scanned records at the Reagan Library; however, more than four million pages from the Reagan and George H.W. Bush administrations remain for primary equity identification and preparation for scanning into the RAC project by 2018.

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

With our other government agency partners, we continue to devote resources to assist the Department of Energy (DOE) in surveying and auditing records to ensure that no RD/FRD information is inadvertently released.

Our work to analyze and improve data as it is reported in NARA systems, issues with locating records and efforts to develop a consistent error-free inventory of all the records, impacts the availability of the records for declassification processing and continuing proper exemption or ultimate release. In addition, we are reliant upon affected agencies to adequately support all the review processes. Finally, we must have sufficient secure space available for all declassification processing and referral review.

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

The Presidential Libraries will not meet the referral deadline for 25-year-old records as required by Executive Order 13526 with current levels of funding.

Verification and Validation

Performance Data	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Backlog of pages of Federal records eligible for declassification review at start of year (in thousands of pages).*	420,050	—	408,000*	389,264	370,862	366,297
Backlog of pages of Presidential materials at start of year (in thousands of pages).		127	127	5,848	5,018	5,018
Performance target for the number of pages of classified documents 25 years old and older and accessioned into NARA completing quality assurance in the National Declassification Center (NDC) (in thousands).	—	*11,000*	*12,100*	*100,000*	*251,000*	*300,000*
Number of pages of classified documents 25 years old and older and accessioned into NARA completing quality assurance in the National Declassification Center (NDC) (in thousands).	—	—	16,445	89,384	185,486	
Annual number of Federal pages declassified and released to open shelves (in thousands).	260	12,986	7,092	17,877	45,867	
Annual number of Presidential pages declassified (in thousands).	80	198	305	107	222	
Performance target for annual number of Presidential pages prepared for scanning (in thousands).		—	—	—	—	*750*
Annual number of Presidential pages prepared for scanning (in thousands).		—	—	—	192	
Performance target for annual number of Presidential pages scanned (in thousands).	*500*	*500*	*500*	*500*	*700*	*—*
Annual number of Presidential pages scanned (in thousands).	520	545	531	831	79	

* For FY 2010 performance results and beyond, the start of year backlog is based on the 25-years-old or older classified Federal records accessioned prior to January 1, 2010, in response to Executive Order 13526, issued December 29, 2009. It excludes additional classified records received since then.

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

FY 2011
- Approximately 500,000 pages of classified Reagan Presidential records for declassification review by equity holding agencies scanned.
- National Declassification Center in operation at National Archives in College Park.
- Quality assurance of a cumulative 108 million pages of 25-years-old or older classified Federal records accessioned into NARA completed for declassification processing.
- Study to define NDC's IT needs (i.e. whether classified instance of HMS, ADRRES, or ERA) conducted.

FY 2012
- Approximately 79,000 pages of classified Reagan Presidential records for declassification review by equity holding agencies scanned.

- Quality assurance of a cumulative 200 million pages of 25-years-old or older classified Federal records accessioned into NARA completed for declassification processing.
- Approximately 86 million pages of 25-years-old or older classified Federal records accessioned into NARA completed processing for declassification or proper exemption, and 52 million pages made available to the public.

FY 2013 Estimated

- Approximately 750,000 pages of classified Reagan Presidential records prepared for declassification review by equity holding agencies.
- Assessment of all backlog pages completed.
- Quality assurance of a cumulative 300 million pages of 25-years-old or older classified Federal records accessioned into NARA prior to January 2010 completed for declassification processing.

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

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

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

FY 13 Estimated Performance

- 83 percent of archival holdings are in NARA 1571 compliant space.

- Complete the collections storage and exhibit space renovations portion of the second phase of the Roosevelt Library renovations.

- Open George W. Bush Library to the public.

- Complete National Archives Experience Phase II infrastructure renovations to Freedom Hall (David M. Rubenstein Gallery).

Outcome   Archival records are preserved for public use.

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

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

NARA's Capital Improvements Plan enables us to program for future major renovations so that the necessary repairs are performed in a programmed manner to ensure continued operations at the facilities. The Capital Improvements Plan is a prioritization of potential building needs. As NARA implements new Energy Savings programs, we will look for cost effective opportunities to also benefit NARA space for holdings.

The National Archives Experience Phase II is a project to create space for a new exhibit gallery, *Freedom Hall* (David M. Rubenstein Gallery), at the National Archives Building in Washington, DC. This gallery will create the opportunity for visitors to connect our country's 18th century struggle for liberty with our world today. Visitors will travel through "*The Pursuit*" and encounter displays such as the *Magna Carta*, with accompanying computer interactives; and original documents that tie the Declaration, Constitution and Bill of Rights to our subsequent national history. The gallery will also feature a "*Struggles for Freedom*" exhibit that provides a documentary record of struggles fought for full participation in our democracy.

The National Archives Experience Phase II renovation will also greatly enhance the access and flow for the more than one million visitors that experience the NARA exhibits each year. The current visitor entrance was designed before September 11, 2001. Security and screening checkpoints implemented after that time to increase security, create bottlenecks in the visitor flow pattern, resulting in more than two-hour wait times for visitors to enter and view the *Charters of Freedom*. The proposed changes will make our exhibits more inclusive, clarify where visitors need to go to explore our holdings and reduce the barriers to direct participation by visitors in the research process. With ongoing renovations in FY 2013, we expect to significantly improve the experience of our visitors.

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

The renovation of the aging Franklin D. Roosevelt Library will provide environmentally appropriate, safe and secure space for the long-term care of archival and artifact collections. The renovation will also improve conditions for the staff, researchers, and visitors and help maximize productivity and enjoyment of the facility as a place for work and research. In FY 2010 NARA began general site work to support new mechanical and electrical equipment. NARA also began renovating holdings storage rooms and the research room to enhance security and productivity. We awarded the construction contract for the second phase in early FY 2012. Completion of the first phase of renovation was in FY 2012. Phase 2 on site renovation began after the completion of Phase 1 renovation work.

We will add the new George W. Bush Presidential Library to our inventory of owned Federal buildings in FY 2013. The new facility, located on the campus of Southern Methodist University in Dallas, TX, constructed with George W. Bush Presidential Foundation funds, will provide 60,972 usable square feet (USF) of space to NARA, which will include: permanent and temporary exhibits (museum), storage for nontextual holdings, storage for textual holdings, artifact storage, processing areas, and staff offices. Approximately 80,000 USF will be managed by the Foundation.

Key external factors Public, White House, and Congressional support for our space planning activities

is vital to develop and implement proposed plans. The number of cubic feet transferred to the National Archives by Federal agencies.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of NARA archival holdings in appropriate space.	—	—	—	—	*85*	*83*
Percent of NARA archival traditional holdings in appropriate space.	73	70	71	78	94	
Number of archival traditional holdings (in thousands of cubic feet).	3,729	3,937	4,043	4,248	4,482	
Percent of artifact holdings in appropriate space.	40	37	40	40	40	
Number of artifact holdings (in thousands).	582	628	600	600	600	
Percent of electronic holdings in appropriate space.	—	—	100	100	100	
Number of electronic holdings in appropriate space (in terabytes).*	—	—	110	156	515	
Cost of archival storage space per cubic feet of traditional holdings stored.	$5.85	$5.83	$6.16	$7.19	$6.64	
Cumulative volume of archival holdings in cold storage (thousands of cubic feet).	91	93	94	97	98	

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

FY 2010
- National Archives Building flood prevention measures completed.
- Portion of construction work for first phase of Roosevelt Library renovation completed.
- Design for phase II of Roosevelt Library renovation completed.
- Mechanical improvements at the Eisenhower Library completed.
- Construction for Nixon Library expansion completed.
- Design for Bush 43 Library completed.
- Ground breaking for new National Personnel Records Center completed.
- Design of 1571 improvements for Chicago and Seattle completed.
- Construction of 1571 improvements for Waltham completed.
- Design for archival storage space at Philadelphia FRC completed.

FY 2011
- Move of classified holdings to expanded Nixon Library completed.
- Construction of Bush 43 Library monitored and in progress.
- Construction of Kennedy Library addition completed.
- National Personnel Records Center facility opened for occupancy.
- Construction of 1571 compliant archival storage space at Market Street in Philadelphia completed.
- Design for renovation of space in the Alexander Hamilton U.S. Custom House completed.
- Holdings Protection Program implemented.

FY 2012
- Construction of 1571 improvements for Chicago and Seattle completed.
- Construction of Bush 43 Library monitored.
- Construction of first phase of Roosevelt Library renovation completed.
- Construction of second phase of Roosevelt Library renovation awarded.
- Construction of Kennedy Library addition and renovation completed.
- Move of artifacts from off-site storage to Kennedy Library completed.
- National Archives Experience Phase II renovations to the research center completed.

- Construction of archival space at the new Denver facility completed.

FY 2013 Estimated
- Move of archival holdings from the St. Louis-area facilities to National Personnel Records Center facility completed.
- Portion of the second phase of the Roosevelt Library renovations, collection storage and exhibit space construction, completed.
- Construction of archival storage space at Philadelphia FRC completed.
- Construction of Bush 43 Library completed.
- Occupancy and dedication of George W. Bush Library completed.
- National Archives Experience Phase II infrastructure renovations to the exhibit hall completed.
- Construction and renovation of NARA space at the Alexander Hamilton U.S. Custom House completed.

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

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

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

FY 13 Estimated Performance
- 90 percent of NARA's non-archival holdings are in appropriate space.

Outcome   Agency records are preserved for as long as needed.

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

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

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

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

We have also made extensive efforts to upgrade and, if necessary, replace several of our other records

center storage facilities.

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

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of NARA records center holdings stored in appropriate space (target 85% by 2012).	*—*	*100*	*—*	*85*	*85*	*90*
Percent of NARA records center holdings stored in appropriate space.	—	—	59	65	80	
Volume of records center holdings (cubic feet in millions).	26.6	27.2	27.8	27.9	28.2	

Milestones

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

FY 2010
- Lease agreement to construct a records center storage facility in Denver completed.
- Measurement methodology revised to track cubic feet of holdings.
- Lease and occupancy of two-bay expansion at National Personnel Records Center Annex completed.

FY 2011
- GSA lease for Denver records storage facility awarded.
- Move of remaining MPR and CPR holdings into new bays at the National Personnel Records Center Annex completed.
- Initial occupancy of the new National Personnel Records Center completed.

FY 2012
- Initial occupancy of Denver records storage facility completed.
- Upgrades at Washington National Records Center for compliance with CFR standards completed.

FY 2013 Estimated
- Move of holdings slated for the National Personnel Records Center completed.
- Move of records center holdings into newly leased Denver facility completed.
- Construction contract for upgrades at San Bruno records storage facility for compliance with CFR standards awarded.
- New facility space to store IRS records in Kansas City area available.

Data source   Quarterly performance reports to the Archivist.

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

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

FY 13 Estimated Performance
- Appropriately treat 65,000 cubic feet of NARA's archival holdings requiring preservation action.

- Deploy Holdings Management System (HMS) in National Personnel Records Center and the National Archives at Denver.

- Conduct preservation reviews at six NARA locations.

Outcome   Provide public access to records for as long as needed through preservation action.

Significance   The National Archives mission focuses on preserving and providing access to the accessioned records of the Federal government. The accessioned Federal records provide the foundation of a democratic society by documenting the rights and interests of citizens and the actions of our Government and nation.

Means and Strategies   Providing public access to records for as long as needed requires that we manage risk, assess the preservation needs of holdings, provide storage that retards deterioration, and treat, house, duplicate and often reformat holdings. NARA preserves more than 10 billion pages of traditional holdings and the number continues to grow each year as more records are accessioned. We must address the needs of a wide variety of formats and media in our holdings—paper records, including maps and designs, audio and video tape recordings, motion pictures, aerial and still photography, acetate, microfilm and other microforms, maps, and artifacts across the National Archives' Federal, legislative, and Presidential holdings. The permanent records include a wide range of materials and subjects documenting the rights and obligations of citizens, most notably, the service of America's veterans, and documenting the actions of our Government and nation to provide transparency and the foundation of a democratic society.

NARA has surveyed its holdings and determined that approximately 55 percent of NARA's textual and non-textual records will need preservation action over time. Despite significant increases in the quantity of archival holdings, NARA continues to reduce the percentage of holdings that need preservation action. Annual decisions on which records receive preservation action are based on multiple considerations, including format and equipment obsolescence, frequency of use, needs to ensure that records can be handled safely, digitization planning, and exhibition needs. NARA's first priorities for preservation include audio and video records, high use records, acetate and color film requiring cold storage, brittle, fragile and damaged paper records, and fragile artifacts. We take the necessary preservation actions by providing the appropriate storage environment, housing records according to their needs, reformatting fragile records for preservation and use, and performing conservation treatment on damaged records.

NARA preserves the records of more than 57 million military veterans who have served since 1885. The Official Military Personnel Files (OMPFs) and related holdings from National Personnel Records Center in St. Louis moved to a new GSA-leased facility in FY 2011. Record moves are slated for completion in early FY 2013. Relocating these records to a controlled environment is an essential, cost-effective first step in stabilizing their condition. Over the next 60 years, Official Military Personnel Files (OMPFs) will be accessioned to a point where all 1.5 million cubic feet will be opened to the public.

Preservation actions on the OMPFs address the accessibility of highly used, fragile, and damaged records.

A comprehensive physical needs assessment demonstrated that 66 percent of the records contain more than 46 physical media and information formats, including brittle paper, photographic media, recorded sound, and 35 artifact types including metal dog tags, hair samples, blood strips, rifle targets, and plastic identification cards. Most of the paper is brittle and has damage from handling, creases, fire, and mold. Timely access is provided by taking the necessary preservation actions including conservation and reformatting.

NARA continues to be challenged by the rapid technological changes in digitization and preservation and access to electronic records and audio and visual holdings. To ensure preservation of significant audio and visual heritage from the 19th and 20th-century, digitization is replacing analog reformatting for records in imminent danger of loss. We made the transition to digital formats for preservation and access in the last five years. Motion picture and aerial film continue to be preserved by both analog and digital processes.

NARA is implementing a Holdings Management System (HMS) to improve control and management of traditional holdings. The application allows NARA to enhance security by tracking physical location, to document record groups needing preservation actions and the completion of that work, and will allow tracking of use in the future. HMS will provide documentation and requirements for additional space needs and preservation actions. The last two facilities scheduled for HMS deployment in FY 2013 include the National Personnel Records Center and the National Archives in Denver.

In FY 2010, a five-year preservation reviews program was initiated to review and compile information on preservation of holdings at NARA repositories across the nation. Preservation reviews provide recommendations to address the range of facility or program preservation issues leading to the development of long-range preservation planning tools. The action plan from each review provides a foundation for each facility or unit to create a long-range preservation plan. The significant outcomes of the long-range preservation plan include prioritization of preservation actions, improved management and tracking of preservation actions, support to address weaknesses in the preservation program at each facility, and identification of resources needed to implement the preservation plan.

The National Archives maintains a challenging pace to make progress on the preservation needs of all accessioned Federal and Presidential records and to provide access to our customers when and where needed.

Key external factors   Large increases in accessioned records, a lack of appropriate storage space and increasing energy costs, growing demands for access to records, time sensitive obsolescence affecting future access to audio video holdings, increasing demands for digitization and limited access to commercial services to preserve specialized audiovisual holdings could delay achievement of performance objectives.

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

Performance Data	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Performance target for percent of archival holdings that require preservation action.	*Establish baseline*	≤ 65	≤ 65	≤ 65	≤ 62	≤ 55
Percent of archival holdings that require preservation action.*	65	65	64	62	55	
Holdings requiring preservation action (in thousands of cubic feet).	2,425	2,571	2,578	2,636	2,460	
Archival holdings that have been treated (thousands of cubic feet).	125	116	110	79	102	

Prior to FY 2012, the data used to calculate archival holdings requiring preservation action came from a survey baseline on 9/30/2006. Beginning in September 2012, we used data from detailed assessments of our regional archives. Data from the other archives was carried forward.

Milestones

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

FY 2010
- Dynamic media records preserved in digital format.
- HMS deployed at Archives I and in archives facilities in Philadelphia and Boston.
- Reviews of preservation needs at six NARA locations.

FY 2011
- HMS deployment in at least three additional regions completed.
- Reviews of preservation needs at six NARA locations.

FY 2012
- HMS deployment to four additional regional archives completed.
- Reviews of preservation needs at six NARA locations.
- Long-range preservation plan for special media records developed.

FY 2013 Estimated
- HMS deployment to National Personnel Records Center and National Archives at Denver completed.
- Reviews of preservation needs at six NARA locations.

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

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

Long Range Performance Targets	3.1 By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.
	3.2 By 2016, 80 percent of archival electronic records are preserved according to plan.
	3.3 By 2016, the per-megabyte cost of managing archival electronic records through the Electronic Records Archives (ERA) decreases each year.

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

FY 13 Estimated Performance	• Sustain 88 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
	• Achieve 85 percent migration of unclassified legacy holdings to ERA.

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

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

Means and Strategies   The goal of NARA's Electronic Records Archives (ERA) is to address the growing volume, variety, and complexity of electronic records transferred to NARA.   We understand that the public expects government information and services to be available online and delivered through their channel of choice. To meet these expectations, our holdings must be preserved, available, and accessible by the public online.   ERA was designed to receive and preserve permanent electronic records created by the Federal government. Deployed in five increments, ERA has multiple instances to handle the unique needs of electronic records from Federal agencies, Presidential administrations, and the U.S. Congress.

NARA must review all Presidential papers page-by-page to determine which records may be made available to the public. The vast volume of Presidential electronic records received by NARA at the end of a Presidential administration brings an enormous challenge to our ability to make Presidential records available to the public in a timely manner. For example, if the Presidential emails from the George W.

Bush administration were printed, this body of material would be greater than the textual holdings of all the Presidential Libraries combined. As we process Presidential records in response to PRA/FOIA requests, we will make them available through our Online Public Access (OPA) system.

Our ability to process archival electronic records is enhanced by ERA. The ERA system also has an Online Public Access component to make our permanent electronic records searchable and accessible to the general public.

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

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

Performance Data	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Performance target for percent of archival electronic accessions processed to the point where researchers can have efficient access to them.	*80*	*80*	*80*	*83*	*85*	*88*
Percent of archival electronic accessions processed.	86	88	88	83	87	
Number of accessions received.	2,328	2,467	2,674	2,938	3,143	
Number of accessions processed.	2,004	2,188	2,349	2,429	2,743	
Unprocessed accessioning backlog (in accessions).	324	288	325	509	400	
Performance target for percent of unclassified legacy holdings migrated to ERA.	—	—	—	—	*75*	*85*
Percent of unclassified legacy holdings migrated to ERA.	—	—	—	—	75	

Milestones

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

FY 2011
- Legacy holdings migration to ERA continued.

FY 2012
- Unclassified legacy records migrated to ERA.

FY 2013 Estimated
- Unclassified legacy records migrated to ERA.

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

Long Range Performance Target 3.2 By 2016, 80 percent of archival electronic records are preserved according to plan.

FY 13 Estimated Performance
- Establish a scalable methodology for evaluating preservation risk for archival electronic records based on technical white papers.

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

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

experience will be diminished substantially. There will be a loss in both efficiency and effectiveness unless agencies are able to create, maintain, and readily access reliable electronic records.

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

Our electronic records preservation policy and strategy includes the principles NARA will use to preserve NARA's permanent electronic records indefinitely. Several years ago, NARA completed a version of our preservation principles, outlining the significant properties of records that must be preserved over time to ensure the continued accessibility, usability, and meaning of the records. It also includes the practical steps NARA needs to take to implement the principles during the lifecycle management of records.

To mitigate the threats and risks to the preservation of electronic records, we have begun to assess the digital preservation needs of the archival electronic formats in NARA's custody and establish criteria to prioritize the development of preservation plans and implement recommendations for all archival electronic holdings requiring action for long term preservation and accessibility.

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

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of archival holdings accessioned (in terabytes).	—	—	110	156	515	

Milestones

FY 2010	• Criteria and policy for establishing planned levels of service to preserve and make available archival electronic records defined.
FY 2011	• Technical solution for transforming plain EBCDIC files to ASCII created.
FY 2012	• Methodology for evaluating electronic records preservation risk established. • Technical white paper, preservation and access plan templates established.
FY 2013 Estimated	• Trusted Digital Repository self-assessment completed on portion of NARA's electronic records preservation program with an action plan developed to address deficiencies.

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

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

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

FY 13 Estimated Performance   •   Carry out corrective and adaptive maintenance tasks.

Outcome   Electronic records of archival value are economically preserved.

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

Means and Strategies   The Electronic Records Archives (ERA) is a technology system designed to preserve and manage permanent electronic records and to manage the lifecycle of paper records and other holdings, including the development of records schedules and the management of accessioning processes for all Federal records. ERA leverages storage and data processing technology so that large quantities of historical data can be transferred into the archives, preserved, and accessed at the lowest possible costs to the Government.

ERA lowers costs by storing large quantities of electronic records in increasingly higher density storage units. The system also reduces or eliminates manual archival processing steps and replaces them with less expensive automated processes. It permits automated transactions rather than labor-intensive paper-based actions, thereby saving money for both NARA and the agencies interacting with ERA.

ERA operates from a primary site in West Virginia and uses a backup site in Maryland for media storage. The primary site provides for the transfer, verification, and storage of unclassified and Sensitive But Unclassified (SBU) records from NARA's existing holdings. ERA deployments since initial operating capability in FY 2008 include major releases covering Federal Records (Base), the Executive Office of the President (EOP), Congressional Records Instance (CRI), Online Public Access (OPA), Classified ERA (CERA) and Title 13 (Census).

With all agencies onboard and ERA designated as the mandatory method for agencies to conduct scheduling and permanent records transfer transactions with NARA beginning in September 2012, we are prepared to provide support. NARA created on-line training, guides and instructional materials, and lists of frequently asked questions to assist agencies with ERA. The materials are located on NARA's web site at www.archives.gov/records-mgmt/era/. Efficient operations and maintenance remains our focus while we will also work to enhance ERA Base search functionality and make Presidential records accessible through OPA.

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

Verification and Validation

Performance Data	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Performance target for megabyte cost to manage archival electronic records decreases each year.	—	*Establish baseline*	*$0.36*	*$0.15*	*$0.13*	*$0.13*
Per megabyte cost to manage archival electronic records decreases each year.	$0.39	$0.36	$0.15	$0.12	$0.03	

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of terabytes of archival electronic records managed by ERA (includes pre-accessioned electronic records).*	18.2	19.2	110	156	515	

Milestones

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

FY 2010
- System capacity increased to accommodate extension of system to additional agencies.

FY 2011
- Base architecture realignment activities completed.
- Alternatives analysis for handling restricted information in ERA conducted.
- Capability to record decisions about the release of Presidential records designed and implemented in ERA.
- New ERA Operations and Maintenance contract awarded.

FY 2012
- Use of ERA by Federal agencies to transfer electronic records to NARA mandated.
- Minimum of additional 40 terabytes of Federal records from agencies ingested into ERA.
- Corrective and adaptive maintenance tasks that increase ERA efficiency and reduce per-megabyte cost of managing archival electronic records performed.

FY 2013 Estimated
- Corrective and adaptive maintenance tasks that increase ERA efficiency and reduce per-megabyte cost of managing archival electronic records performed.

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

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

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

4.2 By 2016, 1.4 percent of NARA's traditional holdings are available online.

4.3 By 2016, 95 percent of archival holdings are described in an online catalog.

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

FY 13 Estimated Performance
- Meet or exceed NARA's published standards for access to records and services and customer satisfaction levels:
  - 94 percent of written archival requests are answered within 10 working days;
  - 95 percent of items requested in our research rooms are furnished within 1 hour of request, scheduled appointment, or scheduled pull time;
  - 90 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
  - 93 percent of online archival fixed-fee reproduction orders are completed in 20 working days or less.

- Identify ways to reduce OGIS case closure rate of 90 days.

Outcome   Our customers are satisfied with NARA's service.

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

Means and Strategies   Serving our customers is one of our primary areas of focus, and we are continually making process improvements in our research rooms, training staff in customer service principles, employing customer service teams, modernizing and upgrading research room equipment, adding research room staff, and adjusting hours of service to make it easier for more people to use our services.

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

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

Our holdings include records from modern Presidential administrations, Congressional committees, and recent special commissions created by Congress. Researchers expect to reference useful descriptions that will help them locate records, whether they are online or hard copy. We will seek to better understand particular research interests and needs as well as the quality of our services by creating a systematic and routine set of mechanisms to collect feedback.

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

NARA's Office of Government Services (OGIS) reviews policies and procedures of administrative agencies under FOIA, reviews agency compliance with FOIA, and recommends policy changes to the Congress and the President to improve the administration of FOIA. Our case work of FOIA requests continues to grow. Since opening in September 2009 and through FY 2012, the number of cases opened exceeds 1,000. In addition, we have handled more than 800 phone calls and e-mails during that same time period that did not result in opening a case. Although we have been successful in closing the majority of our cases, we will more closely examine our processes to understand ways to expedite case closure.

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

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for written requests answered within 10 working days.	*91*	*92*	*93*	*94*	*95*	*94*
Percent of written requests answered within 10 working days.	94	95	93	95	97	
Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.	*86*	*87*	*87*	*88*	*89*	*90*
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	89	86	89	89	83	
Number of FOIAs processed.	13,485	17,514	15,770	17,182	13,743	
Annual cost to process FOIAs (in millions).	$2.34	$2.76	$2.97	$3.16	$3.08	
Annual per FOIA cost.	$173	$158	$189	$184	$224	
Performance target for items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	*90*	*93*	*94*	*94*	*95*	*95*
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	93	93	96	97	98	

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of researcher visits to our research rooms (in thousands).	140	129	137	129	123	
Number of items furnished in our research rooms (in thousands).	577	553	564	578	549	
Number of items furnished on time in our research rooms (in thousands).	538	515	539	560	536	
Performance target for archival fixed-fee reproduction orders through OFAS are completed in 20 (35 pre-2007) working days or less.	*85*	*90*	*90*	*91*	*92*	*93*
Percent of archival fixed-fee reproduction orders through OFAS are completed in 20 working days or less (Note: Previous reports based on 35 working days for pre-2007 data).	68	90	96	96	95	
Average per order cost to operate fixed-fee ordering.	$30.59	$38.06	$40.49	$39.59	$39.82	
Average order completion time (days).	22	18	13	13	7	

Milestones

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

FY 2010
- Office of Government Information Services operational.
- Infrastructure to support wireless capability in Headquarters and College Park facilities installed.

FY 2011
- Recommendations to improve government-wide FOIA administration process identified.
- Dispute resolution skills training for agency FOIA professionals provided.
- Enterprise Management Infrastructure (EMI) to support wireless capability in regional archives nationwide installed.

FY 2012
- Hardware requirements for wireless capability in regional archives nationwide surveyed.
- Dispute resolution skills training for agency FOIA professionals expanded.
- Comprehensive plan for reviewing agency compliance with FOIA and recommending improvements to FOIA administration developed.

FY 2013 Estimated
- Mediation program to resolve FOIA disputes established.
- Initial stages of plan for reviewing agency compliance with FOIA implemented.
- Advanced Dispute Resolution Skills training course for inter-agency groups developed.
- Examine ways to expedite case closure.

Data source   Performance Measurement and Reporting System and quarterly performance reports to the Archivist. Request price for military service separation agreements from *FY 2013 Records Center Program Rate Schedule*, which is provided annually to agencies in an attachment to their interagency agreement.

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

Long Range Performance Target 4.2   By 2016, 1.4 percent of traditional holdings are available online.

FY 13 Estimated Performance   • 1.2 percent of NARA's traditional archival holdings are accessible online.

Outcome   Archival materials are available online for public use.

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

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

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

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

Second, we continue to explore a variety of new partnership opportunities that would digitize many of our holdings, thereby greatly increasing public access to these records. These partnerships allow us to find cost-effective and efficient ways to bring high-interest and representative documents to our users over the Internet. NARA seeks to partner with organizations from a variety of sectors (private, public, non-profit, educational, government) to digitize and make available traditional holdings. NARA currently is working with several partners and, to date, more than 60 million records are available online through our partners.

Third, we continue to explore innovative ways to increase our own capacity to digitize selections of our holdings. We will look for sources of funding and support for specific high-interest projects. We continue to strive to provide timely Internet access to high-interest documents.

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

Following these four strategies and in alignment with NARA's Digitization Strategy, we will streamline our digitization processes to more efficiently make NARA holdings permanently available online to our customers, stakeholders, and the public.

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

<u>Verification and Validation</u>

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of traditional records available online.	*—*	*0.2*	*0.3*	*0.65*	*1.00*	*1.20*
Percent of traditional records available online.	0.04	0.04	0.6	0.8	1.2	
Percent of accessioned electronic records available online.	1.4	1.3	1.4	.03	.01	

Milestones
FY 2009
- ARC upload tool for uploading descriptions with digital objects enhanced.
- Working group to explore strategies for NARA-led digitizing of 1940 Census records chartered.

FY 2010
- New description tool to provide access to millions of item descriptions with links to digital partners under development.
- NARA Digitization Working Group to identify improvements to digitization at NARA established.
- Suite of 1940 Census products identified and evaluated.
- ERA Online Public Access (OPA) prototype deployed to NARA staff.

FY 2011
- Digitization of 1940 Census completed.
- Kennedy Library Digital Archives launched.
- Digitization and online availability of Elena Kagan records at the Clinton Library completed.
- Chronology and associated digital assets of George W. Bush added to the online Presidential Timeline.
- ERA Online Public Access (OPA) prototype deployed to NARA the public.

FY 2012
- Metadata for digitized version of the 1940 Census completed.
- 1940 Census records opened to the public.
- High-use materials from Roosevelt, Kennedy, Nixon, Ford, and Clinton Libraries digitized and made available.

FY 2013 Estimated
- The first images created under NARA's digitization partnerships are published by NARA.

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

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

FY 13 Estimated Performance
- Describe 85 percent of NARA traditional holdings in our online catalog.

- Describe 85 percent of NARA artifact holdings in our online catalog.

- Describe 85 percent of NARA electronic holdings in our online catalog.

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

Significance   In a democracy, the records of its archives belong to its citizens. NARA is committed to ensuring that citizens anywhere, anytime can gain access to information about and from the records of our Government. A key strategy to fulfilling that commitment is the operations of NARA's online catalog. Eventually, the functionality and data in the online catalog will be incorporated in or interface with the Electronic Records Archives.

Means and Strategies   The online catalog provides the researcher with comprehensive, self-service, descriptions of our nationwide holdings. In the past, researchers had to search through various published and unpublished catalogs, indexes, and lists, many of which were out of date, out of print, or available in one location only. Our catalog ensures that anyone, anywhere with an Internet connection can browse descriptions of our holdings, including electronic records, in our Washington, DC, area archives, regional archives, and Presidential Libraries. NARA's catalog contains descriptions of more than 3.4 million cubic feet of our textual holdings, more than 520,000 artifacts, and 10.2 billion born-digital records. The catalog also contains links to more than 1,100,000 digital objects of some of our most popular and interesting holdings. The available online historical documents include many of the holdings highlighted in NARA's permanent Public Vaults exhibit.

Our online catalog contains more than 6.37 million descriptions. We are developing the next generation description and authority service (DAS) that will allow us to add millions of descriptions and digital objects from the partnership projects. This tool will replace the existing online catalog data entry system in FY 2013 and will eventually interface with our Holdings Management System (HMS) to create preliminary descriptions and with the Electronic Records Archive (ERA) to provide access to electronic records. DAS will also integrate with OPA to make new and updated descriptions and authorities available for searching in OPA.

In FY 2012, NARA established a Description Challenge Working Group to examine all aspects of the description process to develop a strategy to accelerate the archival description process. The working group recommended a multi-tiered approach where the concept of the tiers is to progress naturally from the most basic kinds of description through increasingly sophisticated description. The multi-tiers incorporated four levels with the first level, preliminary description, including agency supplied descriptive information or descriptions supplied in NARA's ARCIS system. NARA will use this approach to advance its efforts to provide descriptions for our holdings.

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

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for traditional holdings in an online catalog.	*60*	*65*	*70*	*75*	*80*	*85*
Percent of traditional holdings in an online catalog.	71	73	72	74	81	
Number of traditional holdings described in an online catalog (millions of cubic feet).	2.4	2.7	2.8	3.0	3.4	
Number of traditional holdings in NARA (millions of cubic feet).	3.7	3.9	4.0	4.2	4.5	
Performance target for artifact holdings in an online catalog.	*60*	*65*	*70*	*75*	*80*	*85*
Percent of artifact holdings in an online catalog.	65	80	74	78	88	

Number of artifact holdings described in an online catalog (thousands of items).	353	465	466	466	528	
Number of artifact holdings in NARA (thousands of items).	582	628	600	600	600	
Performance target for electronic holdings in an online catalog.	*60*	*65*	*70*	*75*	*80*	*85*
Percent of electronic holdings in an online catalog.	98	95	96	96	87	
Number of electronic holdings described in an online catalog (billions of logical data records).	5.4	6.3	6.7	6.9	10.0	
Number of electronic holdings in NARA (billions of logical data records).	5.5	6.7	6.9	7.2	11.4	

Milestones

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

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

FY 2012
- Upgrade to Webtrends analytics software completed.

FY 2013 Estimated
- New description tool available to staff.

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

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

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

Long Range Performance Targets

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

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

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

FY 13 Estimated Performance

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

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

- 88 percent of public outreach visitors are highly satisfied with their visit experience.

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

Significance   In the promotion of civic literacy, the National Archives has always played a unique and important role. As the keeper of the records for the Government, we have literally safeguarded the documentary record of American history. This record belongs to the American people. From the Charters of Freedom, to the census records that enumerate our country's population, to the records of Congress and Presidential Administrations, our holdings are so vast and diverse that the value and amount of information available is not always readily apparent to the public. Furthermore, we manage the *Federal Register* system, an important civic process. Therefore, we continually educate the public about the treasure trove of information and services we offer to enable access to our holdings and encourage civic participation. Museum programs are an inspiring way for people to understand their own personal connection to the records in the National Archives. Our efforts are intended to help families see how their own stories fit into our national mosaic, and to thrill young people with the real-life drama of the American experience.

Means and Strategies   Through the records of our Presidential Libraries and Museum Services, the Office of Legislative Archives, and the National Archives in general, we promote an understanding of the American experience, the Presidency, and the Congress. The National Archives Experience, which includes the Public Vaults, the McGowan Theater, and O'Brien Traveling Exhibits Gallery, continues to grow in scope and impact. Our Boeing Learning Center provides resources to teachers and parents, allowing them to more effectively use our records to achieve national standards for history and civics. At National Archives regional locations in 13 metropolitan areas, we offer additional opportunities to encourage civic awareness and learning while NARA's archival centers located throughout the country

provide educational programs that present our national story in local settings. Throughout our network of operations, we preserve and provide access to an ever increasing and complex array of records to ensure that current and future generations can discover, use, and learn from the records of our Government.

We strive to establish a brand for the National Archives that is very visible to our stakeholders and customers, represents an exceptional standard of quality, and is increasingly manifest in the delivery of service across all the functions of the agency. Our work to advance historical and civic literacy is at the heart of the National Archives brand. Traveling exhibits, whether shown at NARA facilities or non-NARA facilities, effectively and efficiently support the building of a brand. We are committed to developing a national exhibition program that includes a strong traveling exhibit program. We will investigate new models that use best practices to develop a well-defined, dynamic traveling exhibit program that builds the National Archives brand and reaches a broader, more diverse audience typically visiting a NARA facility or Presidential Library.

Throughout the National Archives system, we deliver a wide variety of experiences for visitors to advance historical and civic literacy. These experiences are realized through physical visits, online and offline publications, video conferences, webcasts, and other methods. Our museum programs, Presidential Library programs, workshops for teachers and students, educational web sites, online exhibits, and public programs attract millions of visitors each year. We continuously pursue new approaches and innovations that allow us to increase interactivity with our visitors.

Currently we host numerous websites to inform the public about our resources, exhibits, teaching activities, and public and educational programs. This information appears in different sections of *Archives.gov,* the Presidential Library websites, and on partner websites—making it difficult for the public to locate information. In FY 2013, we will implement a study to identify user expectations and needs when searching for content.

Key external factors Our success depends on the support of the private foundations that are fundamental to our exhibit programs. To better understand our customers' interests, we will need to expand our customer survey program.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of visitors to NARA museums and exhibits (in millions)	3.2	3.6	3.6	4.0	3.8	
Performance target for percent of visitors satisfied with their visit experience.	—	—	*85*	*86*	*87*	*88*
Percent of visitors satisfied with their visit experience.	—	—	91	89	—	
Number of rated education programs, workshops, and training courses.	634	634	632	579	467	
Number of attendees at rated education programs, workshops, and training courses.	11,362	11,688	14,327	11,008	8,416	

Milestones

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

FY 2010
- Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.
- Longitudinal study of visitor response to Public Vaults and National Archives Experience implemented and evaluated.

- Expand use of social media to increase collaboration, participation, and the growth of online communities.
- Industry measures based on peer review of Presidential Libraries identified.
- Measures for meeting industry standards by 2016 established.

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

FY 2012
- Fast track OMB approval for information collections implemented.

FY 2013 Estimated
- AASLH study administered.
- Phase 2 of National Archives Experience Orientation Plaza completed.

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

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

FY 13 Estimated Performance
- 85 percent of all NHPRC-assisted grants produce the results expected.

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

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

Means and Strategies   The NHPRC, established by Congress in 1934, supports a host of activities to collect, preserve, publish, and promote the use of documentary sources relating to the history of the United States. The NHPRC oversees a highly competitive federal awards program and provides assistance to prospective grantees to cultivate high quality proposals. Projects supported by the NHPRC include digitizing and/or publishing historical records of national significance, tackling electronic records preservation and access issues, making hidden archival collections known and readily available, and preparing professionals in the archival and historical publishing communities for the challenges associated with these enterprises. We employ a rigorous review process to determine which projects receive funds. Annually, the NHPRC works with the grantees of more than 100 projects to develop performance measures that gauge grantee progress. Grantees provide status reports throughout their projects, and a final report detailing the outcome of each performance objective upon completion. The NHPRC develops appropriate measures to monitor success and works with grant projects already underway to ensure progress is made toward their respective goals. On the recommendation of the NARA Inspector General, we enhanced our assessment measures of the financial management performance of grantees and we now consider this element in appraising project success. This new measure means that we expect our percentage of successful grants to remain steady or to slightly decline in FY 2013 as grantees adjust to this new evaluation factor.

In FY 2009, we initiated our Founding Fathers Online pilot project, *Transcribing and Encoding the Founders Papers for Online Access*. This activity began in response to a Congressional committee report addressing concerns that the papers of America's Founding Fathers were not freely available online.

The initial release of the Founders Online website is scheduled for FY 2013. It will include all the published papers of John Adams, Alexander Hamilton, Thomas Jefferson, James Madison, and George Washington. Additional material will be added to the site throughout 2013, including all the previously published papers of Benjamin Franklin and volumes published since 2012 of the papers of John Adams, George Washington, and Thomas Jefferson. In addition, the functionality of the site will be enhanced after a year of extensive user testing.

Efforts are currently underway to make publicly available the preliminary transcriptions of the historical documents of the Founders that have not yet been formally published. An analysis of the five Founders' editorial projects revealed a diversity of approaches to managing these transcriptions, and early public access to these documents may require several approaches. Still, we anticipate being able to add a minimum of 10,000 preliminary transcriptions in 2012 to the Founders Online web site. We expect to add 20,000 preliminary transcriptions in 2013.

Key external factors The NHPRC rigorously evaluates grant applications on the basis of the relevance of projects to NHPRC's strategic objectives and the ability of applicants to produce promised results.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for the percentage of closed grants achieving desired results.	—	*82*	*82*	*85*	*85*	*85*
The percentage of closed grants achieving desired results.	81	82	92	84	89	

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

FY 2011
- Design of web site providing selected users with online access to published volumes of John Adams, Thomas Jefferson, James Madison, and George Washington completed.
- Cooperative agreement(s) to convert remaining unpublished transcriptions of Founders papers to a verified, encoded state issued.

FY 2012
- More than 60,000 unpublished papers of John Adams, Thomas Jefferson, James Madison, and George Washington transcribed.

FY 2013 Estimated
- Founders Online web site providing free public access to published volumes of the papers of John Adams, Alexander Hamilton, Thomas Jefferson, James Madison, and George Washington available.
- Online access to 30,000 additional unpublished transcriptions of the papers of John Adams, Thomas Jefferson, James Madison, and George Washington.
- Free public access to published volumes of Benjamin Franklin and volumes published since 2012 of the papers of John Adams, George Washington, and Thomas Jefferson provided through Founders Online web site.
  Functionality of Founders Online web site improved and user options enhanced.

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

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

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

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

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

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

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

FY 13 Estimated Performance   • Establish competency models for 85 percent of NARA's positions.

• Complete competency gap analysis throughout all NARA organizations.

• Rollout eIDP and mentor program.

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

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

Means and Strategies   Having the internal staff capabilities to carry out the strategies in our Strategic Plan is vital to the success of the plan and the achievement of our mission. To ensure that staff have the right competencies at a sufficient level to perform their work, we are systematically examining NARA's occupations agency-wide to identify competency requirements at all levels and using this as the groundwork to improve many human capital functions. Once these competency models are identified, we will use them as the basis for such functions as recruitment, selection, performance management, succession planning, training and development of NARA staff. Specifically, we use the results of our competency modeling work to:

• Identify competencies needed upon entry into positions and develop assessments to evaluate applicants based on these competency requirements.
• Develop competency-based performance standards that clearly articulate performance expectations and hold staff accountable for achieving results.

- Assess the competencies of existing staff, identify skill gaps, and develop both short- and long-term strategies to close those gaps.
- Identify or design development opportunities that will provide staff with the competencies needed to perform their jobs.
- Identify current and future workforce competency need and plan accordingly. Identify and communicate to staff paths for career progression and advancement throughout NARA and the Federal government.

Competency models describe the set of skills, knowledge, and abilities necessary for successful performance in a given job. As competency models were developed, we also developed competency based assessments, such as occupational questionnaires and interview guides resulting in faster turnaround of postings and an overall decrease in time-to-hire. To reach our target and identify competency models for all NARA occupations, we developed a comprehensive rollout plan prioritizing competency modeling work throughout FY 2012 and FY 2013.

In FY 2013, we plan to finish competency modeling efforts. Information will be integrated into such tools as the eIDP and a career path tool to assist staff with identifying career paths and what is needed to pursue career aspirations. In addition, we will begin to complete competency assessments for each staff member, review results, and identify/develop training to start closing gaps.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Performance target for percent of NARA positions with competency models.	—	—	—	*60*	*85*	*85*
Percent of NARA positions with competency models.	—	—	—	—	63	
Percent of NARA positions with competencies that have been assessed for gaps.	—	—	—	—	—	Establish baseline
Number of permanent staff.	2,573	2,667	2,793	2,827	2,927	
Percent of permanent staff having staff development plans that link to strategic outcomes.	88	67	71	75	59	
Number of permanent staff having staff development plans that link to strategic outcomes.	2,223	1,748	1,920	2,070	1,615	
Percent of staff having performance plans that link to strategic outcomes.	98	96	97	91	65	
Number of staff having performance plans that link to strategic outcomes.	2,510	2,570	2,734	2,518	1,782	

Milestones

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

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

FY 2011
- Competency modeling for MCOs in remaining program offices expanded.
- Competency modeling for Federal Records Centers developed.
- Competency work for Education/Museum/Outreach positions developed.
- Competency work for Presidential Libraries developed.

FY 2012	• Leadership competency model finalized to cover all NARA leadership positions.
	• Assessment of competency gaps for managers and HR conducted.
FY 2013 Estimated	• Competency work for remaining positions developed.
	• Assessment of competency gaps conducted.
	• Training to close gaps knowledge and skill gaps identified.
	• Competency assessment tool developed/purchased.
	• Rollout agency-wide training and development strategy.
	• Rollout eIDP and mentor program to begin to strategically address employees identified with competency gaps.

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

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

FY 13 Estimated Performance
- Increase the participation rate of employees in underrepresented groups relative to their representation in the CLF.

- Achieve 65 percent positive response rate in Annual Employee Survey (AES) questions referencing workforce diversity.

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

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

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

Our efforts in this area are guided by our Diversity and Inclusion Strategic Plan (DISP), as well as our annual Federal Equal Opportunity Recruitment Program (FEORP) Plan. Our DISP contains three strategic goals that together form the foundation for addressing NARA's ability to successfully recruit, hire, promote, educate and retain a more diverse workforce, and to create a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential. The three goals are:

- Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society;
- Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention; and
- Develop structures and strategies to equip leaders with the ability to manage diversity, be

accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

Each year, NARA identifies specific strategies that we will undertake to support DISP goals. Our strategies focus on expanding partnerships with minority-serving universities, education associations, and professional organizations; attending and networking at minority conferences and job fairs; encouraging the use of developmental assignments that provide on-the-job training opportunities; and ensuring that our DISP and FEORP goals and strategies are fully aligned with NARA's Strategic Human Capital Plan and, by extension, NARA's Strategic Plan. Progress against our FEORP goals and strategies is assessed each year as part of our human capital accountability efforts and the U.S. Office of Personnel Management's annual DISP reporting requirement.

In an effort to instill greater accountability for diversity goals among NARA managers and supervisors, NARA evaluates two critical performance elements. Managers and supervisors are held accountable for their performance in helping to promote and enhance diversity within NARA. While the first critical element addresses supervisory responsibilities for fostering employee engagement, managing human capital and the administrative aspects of the work unit, the second critical element addresses supervisors' responsibilities for promoting equal employment opportunity, diversity and inclusion in the workplace.

NARA's Director of Equal Employment Opportunity is the senior-level agency official responsible for overseeing the execution of NARA's Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities. In FY 2013, we plan to streamline the process for hiring managers as it relates to applicants with disabilities applying for jobs under the Schedule A authority. We will continue to provide information for NARA managers through NARA's Disability Resource Center and provide online training on the reasonable accommodation process.

Results from the government-wide Employee Viewpoint Survey (EVS) indicate a need to improve our efforts in employee engagement and take a broad approach to improve diversity. We have efforts in place to support building a diverse workforce at all levels of the organization and creating an environment in which staff feel trusted, empowered, and safe. Our goal is to improve the extent to which employees believe that actions and policies of leadership and management promote and respect diversity and inclusion.

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

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of applicants.	5,559	6,362	6,803	10,015	7,592	
Number of applicants in underrepresented groups.	2,515	2,811	852	122	194	
Percent of applicants in underrepresented groups.	45	44	13	1	3	
Number of qualified applicants.	3,099	3,735	4,027	7,638	1,622	
Percent of qualified applicants in underrepresented groups.	52	48	15	1	12	
Number of best qualified applicants.	1,533	1,643	1,488	1,501	18	
Percent of best qualified applicants in underrepresented groups.	52	48	21	4	50	
Number of new hires.	334	309	199	127	18	
Percent of new hires in underrepresented groups.	49	57	37	24	50	
Summary of underrepresented groups of employees meeting or exceeding the Civilian Labor Force						

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
(CLF) rate: ("⇧" indicates increased percentage from prior year; "⇩" indicates decreased percentage from prior year; and "=" indicates the same percentage as prior year)						
—Women	=	⇧	⇩	⇩	Met	
—Black	Met	Met	Met	Met	Met	
—Latino-Hispanic	⇩	⇧	⇧	⇧	⇩	
—Asian	⇧	⇧	⇩	⇧	⇩	
—Hawaiian /Pacific Islander	⇩	Met	Met	Met	⇩	
—American Indian/Alaskan Native	⇧	Met	Met	Met	⇩	
—Targeted disability	⇩	⇧	=	⇩	⇧	

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

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

Milestones

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

FY 2011
- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA's Summer Diversity Internship Program conducted.
- Awareness of NARA internship and employment opportunities increased, especially at events applicable to women and minorities.
- Diversity Champions outreach group established.
- New Supervisory Critical Elements implemented.
- Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities developed.

FY 2012
- Annual Federal Equal Opportunity Recruitment Program (FEORP) and Federal Hispanic Employment Program plans finalized.
- NARA's Summer Diversity Internship Program conducted.
- Awareness of NARA internship and employment opportunities increased, especially at events applicable to women, minorities and individuals with disabilities.
- Implement employee engagement efforts through affinity programs and/or focus groups to assess effectiveness of NARA internal programs, identify deficiencies, and develop strategy for improvements.
- Diversity Strategic Plan established.
- Disability resource provider event co-sponsored with HHS.
- Barriers identified for recruitment and retention for individuals with disabilities.

FY 2013 Estimated
- Continue employee engagement in identification of organizational challenges and remediate improvement measures already identified.
- Diversity Strategic Plans including the Diversity and Inclusion Strategic Plan, the annual Federal Equal Opportunity Recruitment Program (FEORP) Plan and the Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities implementation continued.
- Data collection methodology identified for assessment of new supervisory critical elements
- On-going training resource identified for new supervisory critical elements.
- NARA's Summer Diversity Internship Program conducted.
- Awareness of NARA internship and employment opportunities increased, especially at events applicable to women, minorities and individuals with disabilities.

- Implement employee engagement efforts through affinity programs and/or focus groups to assess effectiveness of NARA internal programs, identify deficiencies, and develop strategies for improvement.
- Review and analyze applicant flow data from USA Staffing.
- Expand outreach and recruitment efforts.

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

FY 13 Estimated Performance   • 40 percent of NARA's positions are filled within 80 days.

Outcome   NARA workforce is properly staffed to accomplish agency mission.

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

Means and Strategies   NARA's Strategic Human Capital Plan defines how we will manage our workforce both now and in the future to achieve NARA's strategic goals and objectives. We must focus on improving our performance in workforce planning to proactively identify and understand both short and long term organizational requirements. Knowledge of the strategic priorities of program offices assists in early identification of staffing requirements.

Effective recruitment and hiring practices directly impact our ability to reach the best talent in a competitive market. In FY 2010, as part of the Administration's overall agenda to reform recruitment and hiring, a Presidential Memorandum was issued —*Improving the Federal Recruitment and Hiring Process*—directing agencies to overhaul the way the Federal Government recruits and hires the civilian workforce. Since that time, we initiated efforts to reduce the "time to fill" vacancies, where the process workflow begins with the hiring manager's approval to fill a vacancy and ends with the employee's start date. As a result of these efforts, FY 2012 data shows that 26 percent of positions were filled within 80 days— up from 9.7 percent in FY 2011.

We remain committed to implement process efficiencies to reduce the amount of time and enhance the experience for hiring managers and applicants alike. The implementation of automation tools such as the Office of Personnel Management's (OPM) USA Staffing tool, an automated hiring solution that allows applicants to apply for NARA positions by completing an online application questionnaire, greatly improved the process. The tool also allows us to screen hundreds of applications received for each NARA job posting. In addition, in FY 2012 we transitioned to the Department of Interior National Business Center (NBC), our shared service center provider for human resources information technology and payroll services. We implemented NBC's Federal Personnel and Payroll System (FPPS), an integrated personnel and payroll system that enables NARA offices to initiate, route, and approve electronic personnel actions online—fully automating the hiring process and eliminating reliance on paper-based routing.

We will continue our ongoing efforts to identify barriers to timely hiring, and to develop remedial action plans with aggressive timeframes for resolution. Throughout FY 2013, we will continue to track the

response time and delays as we focus on stabilizing and standardizing processes that support filling positions within 80 days.

Verification and Validation

Performance Data	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of applicants.	5,559	6,362	6,803	10,015	7,592	
Number of applicants hired.	334	309	199	127	18	
Average number of days to fill position.	—	—	152	144	109	
Performance target for percent of NARA's positions filled in 80 days.	—	—	*30*	*40*	*25*	*40*
Percent of NARA's positions filled in 80 days.	—	—	12	10	26	

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

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

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

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

FY 2011
- NARA hiring reform action plan implemented, including KSA's eliminated, category rating utilized, hiring managers trained, and hiring reform resource intranet web page developed.
- Workforce planning materials developed and piloted with the Human Capital Office. HR staffing service model realigned from "triage" approach to specific customer-focused teams.

FY 2012
- Comprehensive time to fill analysis to identify any continuing barriers with remedial action plans conducted and timeframes set for resolution established.
- Time standards for each step in the hiring process established and implemented and those standards integrated into staff performance plans.
- Conditions for meeting 80 day goal assessed.
- Hiring process map revamped with emphasis on proactive actions with management.
- Efforts to standardize position descriptions for common positions conducted.
- Use of "open continuous announcements" piloted to determine if they can help NARA cut its time-to-fill numbers.
- Systems migration from the General Services Administration's (GSA's) CHRIS/PAR/ETAMS personnel/payroll/timekeeping systems to the Department of Interior National Business Center's (NBC's) FPPS and Quicktime integrated personnel/payroll and timekeeping system completed.
- Workforce planning rolled out agency-wide.

- Department of Interior National Business Center's (NBC) Workforce Transformation. Tracking System/Entry on Duty System (WTTS/EODS) implemented.
- Staffing plans and budget process streamlined.
- Workforce planning program evaluated.
- Formal agency-wide succession planning process documented.
- Well check assessments at NARA facilities conducted.

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

FY 13 Estimated Performance

- 30 percent of NARA's eligible staff participates in the telework program.

Outcome   Telework enhances employee quality of life, boosts employee recruitment and retention and supports emergency situations.

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

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

NARA's telework program serves as a way to enhance the quality of work life, recruit and retain staff, and support our continuity of operations program. We continue to support the integration of telework into agency operations. The Office of Personnel Management's (OPM) telework guidance specifically outlines restrictions that define positions that are not eligible to telework.   Barriers to telework eligibility range from positions that require working with classified materials to working with IT security issues to responsibilities requiring face-to-face personal contact.

We will implement an action plan to incorporate methods for collecting feedback on participation rates, satisfaction with telework, and impact on recruitment and retention.   We will continue to review telework activities, provide assistance to timekeepers to improve data accuracy, and provide support to program areas to increase telework opportunities.

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

Performance Data	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Percent of eligible NARA employees who could telework.	28	29	29	
Number of eligible NARA employees who could telework.	1,011	1,035	972	
Performance target for percent of eligible NARA employees who telework.	*15*	*15*	*12*	*30*
Percent of eligible NARA employees who telework.	26	36	33	
Number of eligible NARA employees who telework.	260	368	316	

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

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

FY 13 Estimated Performance
- Public network applications are available 98.88 percent of the time.

- Implement at least two cloud-based solutions for applications.

- Create governance infrastructure for improving storage management.

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

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

Means and Strategies   NARA's fundamental strategic business goal as the national record keeper is to preserve and provide access to the records that document the work of the Federal government. NARA's Enterprise Architecture (EA) focuses on integrating technology planning with business planning. In general, the EA will facilitate the achievement of all six transformational outcomes of NARA's "*A Charter for Change: Charting the Course*." The EA is used to:

- Determine the agency's business requirements for information systems;
- Assess how best to partition information technology systems across the enterprise to ensure interoperability, reuse, and standardization; and
- Plan how to integrate and deploy information systems and technology to business users.

The NARA IT infrastructure is the foundation for secure and reliable computing. The current infrastructure includes support of 44 sites, nearly 5,000 workstations and telephone sets, nearly 700 servers in addition to the network, email, security, and operation and system management tools. The authenticity and reliability of our electronic records and information technology systems are only as good as our IT security infrastructure. We must ensure the security of our data and our systems or we risk undermining our agency's credibility and ability to carry out our mission. NARA's IT infrastructure and its operational components are monitored, evaluated, supported, and managed to achieve optimum levels of reliability, capability and performance. Key processes and procedures will be developed and implemented to ensure performance expectations are achieved and appropriate and timely corrective action is taken when deficiencies occur. Our ability to provide the public and staff with the electronic tools they need to access information and manage records is essential to our operations.

To further strengthen NARA's IT infrastructure for business needs, we will improve digital storage

management within the agency. We will establish a governance structure where we will create storage management policy clearly addressing roles and responsibilities. We will define a storage management process and implement procedures to ensure that our data is well maintained and meets agency business storage needs and our data remains safe, secure, in efficiently managed environment. Also, we risk the Government's ability to document the results of and accountability for its programs. IT security becomes even more critical as we increase our visibility through the implementation of Web 2.0 and of electronic government initiatives that expand online services to the public. The more we increase electronic access to our services and records, the more vulnerable we potentially are to intrusions, viruses, privacy violations, fraud, and other abuses of our systems.   With the introduction of new technologies, we must remain steadfast in our efforts to maintain the integrity and security of our systems and data.

In FY 2010, the Federal CIO recommended that agencies consider cloud-based solutions when making technology-related decisions. Cloud computing offers benefits such as shared computing services, shared access and use of data by a variety of user groups, cost savings designed service plans, and accessibility from any networked computer, to name a few. NARA pursued and evaluated cloud-based e-mail solutions from FISMA-compliant vendors for possible implementation and is positioned to implement an e-mail based solution in FY 2013. We will continue to investigate and identify appropriate areas for agency implementation of cloud solutions.

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

Verification and Validation

Performance Data	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**
Percent of public network availability.	100	100	100	100	92.5	
Performance target for percent availability of public applications.	*98.83*	*98.84*	*98.85*	*98.86*	*98.87*	*98.88*
Percent of public applications availability.	99.5	99.5	99.7	99.5	98.9	
Number of total hours that any public network application was unavailable.	424	414	305	459	779	
Number of network users for public applications (in millions).	8.8	7.0	2.7	2.4	2.0	
Cost per visit to public applications.	$0.51	$0.43	$1.24	$1.84	$2.24	
Percent of customer's highly satisfied with NARA helpdesk services (average for year).	83	87	87	83	83	
Percent of helpdesk customer's responding to survey.	10.3	9.3	9.8	9.5	9.9	

Milestones
FY 2009
- NARA Information Technology and Telecommunications Support Services contract awarded.
- Strategy and Concept of Operations for integration and management of remote access for mobile users developed.
- Network bandwidth and capabilities for digitized voice services increased.
- Telephone infrastructure upgraded.

FY 2010
- Service level agreements under the NITTSS contract across the enterprise implemented.
- Agency wide data dictionary with metadata from major mission-related systems updated.

FY 2011
- Enterprise Storage Network Infrastructure implemented.
- Local Area Network (LAN) services solution implemented.

FY 2012
- Plans to host NARA e-mail through an approved cloud service provider completed.
- Implementation of wireless internet capability at all Presidential Libraries completed.

FY 2013 Estimated
- Two cloud-based solutions for applications that directly benefit public users of NARA records and resources implemented.
- Governance infrastructure to improve storage management created.

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

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