

FISCAL YEAR 2010

ANNUAL PERFORMANCE PLAN



**Submitted to Congress
May 7, 2009**

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

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PREFACE

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

To ensure that we preserve the past to protect the future, the National Archives and Records Administration (NARA) appraises, acquires, arranges, describes, preserves, and makes available to the public the historically valuable records of the three branches of Government. We establish policies and procedures for managing U.S. Government records. We assist and train Federal agencies in documenting their activities, administering records management programs, scheduling records, and retiring non-current records to regional records services facilities for cost-effective storage. We 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. 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, and education 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*, issued in September 2006. This annual performance plan is based on the goals, strategies, and long-range performance targets in our Strategic Plan, and builds on expected performance in FY 2009. It details the actions and outcomes that must occur in FY 2010 for us to move forward on meeting the goals and targets in our Strategic Plan. In addition to listing performance goals and measures for evaluating our performance, the plan describes the processes, skills, and technologies, and the human, capital, and informational resources needed to meet the year's performance goals. We received no aid from non-Federal parties in preparing this plan.

Following is a summary of the resources, by budget authority, we are requesting to meet our FY 2010 objectives. Our budget is linked to the performance goals in this plan.

Operating Expenses	\$326,900
Office of Inspector General	\$4,100
Electronic Records Archives	\$85,500
Repairs/Restorations	\$27,500
Grants	<u>\$10,000</u>
Total Budget Authority	\$454,000
Redemption of Debt	<u>\$12,870</u>
Total Appropriation	\$466,870
Total FTE	2,998

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 more of a balanced scorecard approach for tracking cycle times, quality, productivity, cost, and customer satisfaction for our products and services.

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

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

We must succeed in reaching our goals because the National Archives and Records Administration is not an ordinary Federal agency. Our mission is to ensure that Government officials and the American public have continuing access to essential documentation, and this mission puts us at the very heart of homeland security, continuity of government, public trust, and the national morale. Whether publishing the emergency *Federal Register*, protecting the critical records assets of Federal agencies nationwide, serving American's veterans, solving the challenge of saving electronic information independent of time, place, or the format in which the records were created, or displaying our nation's Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights—to inspire the American public, NARA plays a critical role in keeping America safe, secure, and focused on our democratic ideals. This performance plan is our FY 2010 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 2012, 85 percent of senior Federal agency managers view their records management program as a positive tool for risk mitigation.
 - 1.2 By 2012, 90 percent of customers are highly satisfied with NARA records management services.
 - 1.3 By 2012, the Federal Records Center Program annually retains 98 percent of its customers.
 - 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.
 - 1.5 By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.
 - 1.6 By 2009, NARA has established partnerships with FEMA to support 100 percent of its regions in the national response to emergencies.

FY 2009 Resources Available to Meet This Goal: \$45,826,000; 1,527 FTE

FY 2010 Resources Requested to Meet This Goal: \$45,784,000; 1,527 FTE

FY 2010 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
1.1 By 2012, 85 percent of senior Federal agency managers view their records management program as a positive tool for risk mitigation.	✓							
1.2 By 2012, 90 percent of customers are highly satisfied with NARA records management services.	✓							
1.3 By 2012, the Federal Records Center Program annually retains 98 percent of its customers.					✓			
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.	✓							
1.5 By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.	✓							
1.6 By 2009, NARA has established partnerships with FEMA to support 100 percent of its regions in the national response to emergencies.	✓							

Long Range Performance Target 1.1 By 2012, 85 percent of senior agency managers view their records management program as a positive tool for risk mitigation.

FY 09 Estimated Performance

- Analyze survey results to assess the views of senior Federal agency managers about their records management programs as positive tools for risk mitigation.
- Establish baseline for CFO and selected agencies' critical functions covered by records schedules.
- Conduct one records management study.
- Develop methodology and process for conducting and reporting records management oversight activities.

FY 10 Projected Performance

- Increase by 10 percent the number of senior Federal agency managers who view their records management programs as a positive tool for risk mitigation.
- Increase percentage of CFO and selected agencies' critical functions covered by records schedules over the baseline.
- Conduct one records management inspection.

Outcome NARA will leverage its leadership position and expertise to ensure that Federal agencies have effective records management planning that supports the needs of the agency, government, and citizens. Records management is the best tool for ensuring that the essential records required for the day-to-day operation of Government business are available and recoverable in the event of an emergency. Records management should be integrated into Federal business processes so that records are routinely identified, retained, and maintained and available for normal operational needs and in emergency situations. Expanding the integration and effectiveness of records management planning and programs will produce cost savings and greater Government-wide efficiency. Our nation's history is deeply rooted in the business of government. For citizens to understand their role in the process of government, records of archival value must be preserved. Identifying these records and developing strategies to ensure their availability to the American people is a vital records management function.

Significance The Federal Government must 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 and the historic experience of our nation.

Means and Strategies NARA's *Strategic Directions for Federal Records Management* is our plan for creating relationships with agencies that advance records management as a part of the Government's mission. We are demonstrating that effective records management adds value to agency business processes, and our guidance, training, and assistance to agencies focuses on using records management as an important tool for supporting agency business processes. In FY 2006 we conducted a pilot survey of Federal agency senior managers, specifically Chief Information Officers, eliciting information regarding how they view the role of their agency records management program. In FY 2007 we analyzed the results

of the pilot. Based on that analysis we revised the survey in FY 2008, and expanded it to include Chief Financial Officers and General Counsels. This survey provided us with feedback from a more diverse audience. In FY 2009 we will analyze the survey results and identify ways to raise the profile of records management within agencies and to promote the benefit of integrating it into business processes as a risk mitigation tool. In FY 2010, NARA will issue a revised survey reflecting the analysis performed on the FY 2009 results.

NARA conducts records management studies that focus on cross-Government issues to identify and analyze best practices; these form the basis of Government-wide recommendations and guidance. Studies usually involve multiple agencies within a related line of business or function. In exceptional cases, there might be one agency whose records management practices could be replicated elsewhere for Government-wide benefit. In FY 2009, we will examine the evolution of the web at agencies and the effects on Federal recordkeeping.

In FY 2008 GAO issued a report entitled “Federal Records – National Archives and Selected Agencies Need to Strengthen E-Mail Management.” GAO recommended that the National Archives exercise its authority as defined in the Federal Records Act and implement oversight mechanisms to ensure that agencies follow necessary records management guidelines so that important federal records are not lost or destroyed. GAO notes we must report our findings to OMB and Congress. As a result of these recommendations, in FY 2009, NARA will develop a methodology and process for conducting records management oversight activities for Federal agencies and mechanisms for reporting the results to Congress and OMB. In FY 2010, we will implement this methodology to conduct oversight activities.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of senior Federal agency managers who view their records management programs as a positive tool for asset and risk management.</i>	—	—	—	<i>Establish baseline</i>	—	10
Percent of senior Federal agency managers who view their records management programs as a positive tool for risk mitigation.	—	81*	—	64	—	
<i>Performance target for CFO critical functions covered by records schedules.</i>	—	—	—	—	<i>Establish baseline</i>	TBD
Percent of CFO critical functions covered by records schedules.	—	—	—	—		

**FY 2006 survey studied Chief Information Officer responses. FY 2008 survey focused on other senior Federal agency managers.*

Milestones

- FY 2005**
 - Records management study of a Headquarters Office of the U.S. Air Force completed.
- FY 2006**
 - Survey of Federal agencies (CIOs) to assess their view of their records management programs completed.
 - Two records management studies of Federal agencies completed.
- FY 2007**
 - Survey results analyzed to expand to senior Federal agency managers to assess their views of their records management programs as positive tools for risk mitigation.
 - One records management study of Federal agencies completed.
- FY 2008**
 - Senior Federal agency managers surveyed to assess their views of their records management programs as positive tools for risk mitigation.
 - Two records management studies (i.e. Recordkeeping Study and Flexible Scheduling

Study) of Federal agencies completed.

FY 2009 Estimated

- Survey results analyzed and additional advocacy and training strategies discussed.
- Baseline for CFO and selected agencies' critical functions covered by records schedules established.
- One records management study conducted.
- Methodology and process for conducting and reporting records management oversight activities developed.

FY 2010 Projected

- Senior Federal agency managers surveyed to assess their views of their records management programs as positive tools for risk mitigation.
- One agency inspection conducted.
- Results of government-wide agency self-assessment analyzed.

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

Definitions Risk Mitigation: Determining the value of information as a business asset in terms of its primary and secondary uses in the business process; identifying potential risks to the availability and usefulness of the information; estimating the likelihood of such risks occurring; evaluating the consequences if the risk occurs; and managing the information based on that analysis.

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

FY 09 Estimated Performance

- 85 percent of Federal agency customers are highly satisfied with NARA records management services.
- Increase by 10 percent the number of records management training participants who are taking a NARA records management course for the first time.
- Identify and implement distance learning techniques most effective for NARA to expand customer base.
- 75 percent of all agencies have registered schedules with NARA covering all existing electronic information systems.

FY 10 Projected Performance

- Implement improved services identified in FY 2009 records management customer survey.
- Increase by 5 percent NARA's training customers taking training via distance learning.

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 providing 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.

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

Means and Strategies NARA's success in providing agencies with the records management tools they need is the basis for evaluating its service to the Federal Government. Records managers are the most important audience for NARA's records management services, and they are best able to judge our success. In FY 2006 we surveyed Federal records managers about their satisfaction with NARA's scheduling and appraisal services. In FY 2007, we expanded the survey to gauge customer satisfaction with NARA records management services, including scheduling and appraisal services, electronic records guidance, and records management training services. We will survey our customers again in FY 2009 on our records management services.

NARA is using the results of the surveys to identify ways to improve our services to agency records management programs and government-wide records management. As outlined in our Strategic Plan, we will expand the demand for records management in the Federal Government by advocating for it at senior levels. By providing guidance, training, and assistance throughout the Government, we will support agencies' business needs and embed records management in the agencies' business processes and systems. In FY 2010 we will analyze the results and implement improvements identified from our surveys.

The NARA National Records Management Training Program continues to provide a curriculum designed to enhance and improve the knowledge and skills of Federal records managers. In FY 2007 NARA conducted the first evaluation of its records management certificate program. We used this information to improve the certification testing. In FY 2008 we updated the training materials to reflect regulatory and procedural changes and to improve the instructional design. In FY 2009 we will continue to improve the existing curriculum and explore ways to expand our reach through webinars and other distance learning techniques. In FY 2010 we will incorporate the 2009 expected regulatory changes and establish a baseline for measuring the success of our distance learning activities.

A critical tactic for improving customer satisfaction is the redesign of the processes by which Federal records overall are identified, appraised, scheduled, and tracked while in agency custody. Part of the strategy for carrying out this plan is the continued development of the Electronic Records Archives, an application that supports the scheduling and accessioning of Federal records. We successfully achieved initial operating capability of ERA in FY 2008. Continued development of this tool will make it easier for agencies to inventory their records and for NARA to review and approve records schedules and ensure that essential documentation is not lost.

Electronic records management is a critical component of e-Government. As the managing partner for the Administration's e-Government Records Management initiative, NARA collaborates with its partners to produce practical recordkeeping guidance and solutions for managing electronic records. NARA will continue to add products to our online toolkit for agencies, which included references to ERM system requirements, checklists, citations to applicable standards, best practices, and guidance.

In FY 2009 and FY 2010, NARA will continue to develop electronic records management guidance while evaluating strategies to transition to more strategic (as opposed to reactive) operations. Tactics evaluated include development of forward-looking processes to monitor the implications of emerging technologies and enhanced centralized coordination of policy, training and audit requirements across divisions of the Modern Records Programs.

NARA will continue to work closely with individual agencies to address electronic records issues. Past partnership efforts with agencies to schedule records in core function electronic systems had positive results, more than 1,000 systems scheduled. To underscore the importance for agencies to continue scheduling electronic information systems, NARA re-issued a bulletin in FY 2008 reminding agencies to schedule all of their existing electronic information systems by the end of FY 2009. We will work with agencies throughout FY 2009 to facilitate this process.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent increase in the number of Federal agency customers that are satisfied with NARA records management services.</i>	—	10	10	—	10	—
Percent of Federal agency customers that are satisfied with NARA records management services.*	57	78	80	81		
<i>Performance target for percent increase in the number of records management training participants who are taking a NARA records management course for the first time.</i>	10	10	10	10	10	10
Percent of records management training participants taking a NARA records management course for the first time.	32	35	42	40		
Number of records management training participants who are taking a NARA records management course for the first time.	1,069	1,484	2,122	2,553		
Number of Federal agency staff receiving NARA training in records management and electronic records management.	3,366	4,234	5,047	6,318		
Number of records management training participants that NARA certified this year.	45	275	267	310		
Median time for records schedule items completed (in calendar days).	372	334	284	315		
Average age of schedule items completed (in calendar days).	339	374	452	443		
Number of schedule items completed.	4,248	3,884	2,992	3,282		
Number of open schedules in the backlog.	379	363	402	569		

Milestones
FY 2005

- Automated workflow and collaboration tools to support the redesigned scheduling and appraisal process prototyped.
- Needs assessment of government and IT industry for the development of select records management service components for the Federal Enterprise Architecture conducted.
- Records Management Service Components (RMSC) Requirements Development Project Final Report published (<http://www.archives.gov/era/pdf/rmsc0305.pdf>).
- Cooperative records project for at least one FEA Business Reference Model Sub-function

participated in.

- FY 2006**
- Guidance to agencies on recordkeeping policies and procedures for Federal Government information on the Internet and other electronic records issued.
 - Request for Information (RFI) for industry to respond to requirements for development of one or more RMSC developed.
 - RMSC program management plan based on analysis of industry response to RFI updated.
 - Flexible schedule pilots with 2 more Federal agencies completed and results analyzed.
 - Cooperative records projects for an additional FEA BRM sub-function participated in.
 - Toolkit for Managing Electronic Records “proof-of-concept” web portal launched and agency comments solicited.
- FY 2007**
- First official version of the Toolkit for Managing Electronic Records portal launched.
 - Records Management Services registered into *Core.gov*.
- FY 2008**
- Effectiveness of flexible schedules for agencies and NARA assessed.
- FY 2009 Estimated**
- Customer Satisfaction Survey issued.
 - Two existing courses converted into distance learning formats.
- FY 2010 Projected**
- Customer Satisfaction survey results analyzed and improvements implemented.
 - Baseline of participants using distance learning tools established.

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.

Definitions Records Management Services (RMS): a piece of software providing services that support the creation, management, transfer, and destruction of electronic records within a computing environment. Cooperative records project: a project that results in a model schedule, a standardized process, or other common product that standardizes records management for a specific FEA Business Reference Model sub-function across multiple agencies performing that sub-function. For example, agencies engaged in providing investigative services would be considered as one cooperative records project. Proof of concept: demonstration of new technology to show that an idea works.

Long Range Performance Target 1.3 By 2012, the Federal Records Centers Program annually retains 98 percent of its customers.

- FY 09 Estimated Performance**
- Increase the number of cubic feet stored by the FRCP by 1 percent.
 - Make ready 97 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.
 - Rollout of ARCIS to more than 90 percent of all Federal Records Centers nationwide.
 - Establish baseline customer satisfaction with National Personnel Records Center services.

FY 10 Projected Performance

- Increase the number of cubic feet stored by the FRCP by 1 percent.
- Make ready 97 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.
- Deploy ARCIS in remaining records centers and enhance usability.

Outcome The outcome of our actions is that we provide superb service 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 providing economical and effective electronic records services at our records centers.

Means and Strategies Since FY 2000, NARA's Federal Records Center Program (FRCP) has been fully reimbursable, allowing us to be more flexible in responding to agency records needs, and requiring us to meet those needs in a cost-effective and efficient way. Our ability to satisfy and retain our customers is dependent on our ability to meet their needs and to anticipate the kinds of services that will be most useful to them. Over the last several years, we have piloted and tested a variety of electronic records services. Until NARA's Electronic Records Archives (ERA) program can provide complete online servicing, we will continue to test the delivery of new offline services for electronic records, including digitizing records into electronic formats, storage of agencies' electronic records on media, and remote servicing of electronic records, for example, electronic Official Military Personnel Files (OMPF). As experience is gained through pilot services, the FRCP expects to launch the electronic Federal Records Center (eFRC) where we will expand those services to more complex or advanced electronic records-related activities, such as data migration and vital records services.

The FRCP is replacing its legacy systems for inventory and space management with modern systems that provide enhanced functionality at a reasonable cost. All of the current FRCP applications are mainframe-based and written in COBOL and have been operational for nearly 20 years. Most importantly, these systems no longer support the new FRCP reimbursable financial environment. The Archives and Records Center Information System (ARCIS) will provide robust inventory and space management for more than 25 million cubic feet of records through a web-based application for all FRC business transactions. ARCIS will enable Federal agencies to better manage records throughout the records lifecycle, and will enable the FRCP to better measure all facets of FRCP performance. NARA's FRCP and ERA, when fully developed, will work collaboratively to deliver a complementary suite of services to agencies for their temporary long-term electronic records. ARCIS will provide the asset management and billing functionality for those services. ARCIS will be deployed to all NARA's Federal Records Centers throughout FY 2009 and early FY 2010.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of customers retained by Federal Records Centers annually.</i>	—	—	98	98	98	98
Percent of customers retained by FRC's annually.	—	—	100	100*		
Number of customers (agreements) served annually.	—	—	142	250		
Number of new customers (agreements) per year.	—	—	3	0		
<i>Performance target for percent increase in cubic feet of holdings stored by Federal Records Center Program.</i>	—	—	—	1	1	1
Percent increase in cubic feet of holdings stored by Federal Records Center Program.	—	2	1.7	3.8		
<i>Performance target for percent increase in customer satisfaction with Federal Records Center Program services.</i>	—	—	—	—	<i>Establish baseline</i>	<i>TBD</i>
Percent increase in customer satisfaction with Federal Records Center Program services.	—	—	—	—		
<i>Performance target for percent of Federal agency reference requests ready within the promised time.</i>	95	95	95	96	97	97
Percent of Federal agency reference requests ready within the promised time.	97	98	97	97		
<i>Performance target for customers with appointments for whom records are waiting at the appointed time.</i>	99	99	99	99	99	99
Percent of customers with appointments for whom records are waiting at the appointed time.	99.4	99.8	99.9	99.9		
<i>Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.</i>	—	—	75	75	80	80
Percent of written requests to the NPRC answered within 10 working days.	59	67	65	74		
Number of written requests to the NPRC answered within 10 working days (in thousands).	606	739	740	854		
Number of written requests for civilian records to the NPRC answered within 10 working days (in thousands).	162	179	174	167		
Number of written requests for military records to the NPRC answered within 10 working days (in thousands).	444	559	566	687		
Number of written requests to the NPRC answered (in thousands).	1,031	1,108	1,136	1,149		
<i>Performance target for requests for military service separation records at the NPRC answered within 10 working days.</i>	95	95	95	—	—	—
Percent of requests for military service separation records at the NPRC answered within 10 working days.	88	91	90	95		
Number of military service separation records (DD-214) requests answered (in thousands).	352	442	475	506		

Percent of requests for all military service records at the NPRC in St. Louis answered within 10 working days.	52	61	59	72		
Average price per request for military service separation records.	\$29.70	\$29.70	\$29.70	\$30.10		

** In FY 2007, the customer count excluded customers with annual billings less than \$10K. In FY 2008, the bar was lowered and customer count includes customers with annual billings in excess of \$5K.*

Milestones

FY 2005

- Records Center Program business model for electronic records developed.
- Pilot study for converting agency records into digital formats on electronic record media completed.
- Concept of operations and functional requirements for an Archives and Records Center Information System (ARCIS) developed.
- Physical requirements to store electronic media studied.

FY 2006

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

FY 2007

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

FY 2009 Estimated

- 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 Projected

- Increments 1 and 2 for ARCIS implemented.

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

Definitions Federal agency reference request: a request by a Federal agency to a records center requesting the retrieval of agency records. Excludes personnel information requests at the National Personnel Records Center.

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 09 Estimated Performance

- Occupy temporary facility for George W. Bush Administration records.
- Hire remaining complement of staff for George W. Bush Presidential Library.

- Transfer 100 percent of George W. Bush Administration Presidential and Vice Presidential records and artifacts to NARA.

FY 10 Projected 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.

The Bush Administration transferred to NARA more textual 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. We began hiring staff in FY 2007 and continued throughout FY 2008, with the full complement required for the transfer and management of these Presidential and Vice Presidential records completed in FY 2009.

Key external factors Our success depends on successful planning with the outgoing and incoming

White House staffs.

Verification and Validation

Milestones

- FY 2005**
- William J. Clinton Library and Museum dedicated November 18, 2004.
- FY 2006**
- Processed Clinton Presidential and Vice Presidential records opened on January 20, 2006.
- FY 2007**
- 5 staff (4 archivists and 1 registrar) hired for George W. Bush Presidential Library.
- FY 2008**
- Additional staff to support preparation and move of George W. Bush Administration records hired.
 - Leased space for temporary storage of George W. Bush Administration records procured.
 - Inventories or other information about Presidential and Vice Presidential traditional and electronic records and artifacts gathered to aid in preparation for their relocation from Washington, DC, to the project site or ingestion into NARA's electronic records system.
- FY 2009 Estimated**
- 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.
 - 23 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.

Long Range Performance Target 1.5 By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.

- FY 09 Estimated Performance**
- 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.
 - Manage 100 percent of the documents submitted for publication in the *Federal Register* using eDOCS.
 - Complete re-badging of all NARA Federal employees to meet Federal Government standards.
 - Complete installation of Federal Information Processing Standard (FIPS) 201 compliant access control system in Washington, DC.
 - Identify and make accessible NARA's vital records that support continuation of essential functions and recovery to normal operations.
 - Acquire, install, and achieve operational functionality of all required interoperable communication capabilities for continuity operations at primary and alternate facilities.

FY 10 Projected Performance

- 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.
- Continue managing 100 percent of the documents submitted for publication in the *Federal Register* using eDOCS.
- Replace or upgrade to FIPS 201 compliant physical access control system at NARA facilities.

Outcome Our staff know what to do in the event of a disaster because they have a plan and have successfully rehearsed their roles in it. As a result, essential functions can be performed in case of an emergency or disruption of normal operations. Also, the functionality and integrity of the *Federal Register* system for Executive Branch rulemaking is maintained.

Significance Continuity of Operations Plans (COOP) are required to ensure that agencies and facilities can perform essential functions under a broad range of circumstances. The requirements for viability of these plans are spelled out in Federal Continuity Directive 1 and include ongoing exercises of the plans and frequent assessments. NARA's foremost essential function is to maintain the operations and integrity of the Federal Register system for Executive Branch rulemaking and for issuing Presidential orders and proclamations. The daily *Federal Register* is the vehicle through which Executive Branch actions are officially announced to the public and established as valid legal actions. We must be able to prepare and distribute the *Federal Register* or the Presidentially authorized alternate publication, the *Emergency Federal Register*, under all emergency circumstances.

Means and Strategies It is not only prudent, but required, for NARA to develop COOP plans for all agency locations nationwide and perform annual assessment of these plans to test their viability. We must map functions to specific organizations to determine responsibility, establish what records are necessary to perform essential functions, and identify the most appropriate methods for preserving and accessing these records during and after an emergency.

We established the ability to publish the daily *Federal Register* every business day of the year regardless of external threats or natural disasters via connectivity to redundant production resources. During a continuity event, we are able to receive electronic and hardcopy submissions of Federal agency *Federal Register* documents. Staff are able to make these final versions available for public inspection online and in a public inspection area at the COOP site. Finally, the Federal Register staff is able to transmit the final versions of the documents to GPO for printing and online dissemination of the daily *Federal Register*.

The capability to continue to publish the *Federal Register* and perform all NARA mission essential functions during any emergency for a period up to 30 days or until normal operations can be resumed is a requirement. In addition, we must have the capability to fully operate at alternate sites as soon as possible after the occurrence of an emergency but not later than 12 hours after COOP activation.

To ensure COOP viability, we must:

- Have succession orders and pre-planned devolution of authorities that ensure the emergency delegation of authority is planned and documented in advance in accordance with applicable law;

- Ensure our vital resources, facilities and records are safeguarded and official access to them is provided;
- Make provisions for the acquisition of resources necessary for continuity operations on an emergency basis;
- Ensure the availability and redundancy of critical interoperable communications capabilities at our primary and alternate sites that support connectivity between and among key government leadership, internal elements, other executive departments and agencies, critical partners, and the public;
- Develop and sustain reconstitution capabilities that allow for recovery from a catastrophic emergency and resumption of normal operations; and
- Identify, train, and prepare personnel capable of relocating to alternate facilities to support the continued performance of our mission essential functions under all hazards and conditions.

We must also meet specific personnel identity assurance and validation goals that are required of all agencies. This will enable us to attain identity assurance interoperability with other Federal agencies and physical and logical access to secure our facilities, personnel, and collections. In FY 2008, we completed the installation of a Federal Information Processing (FIPS) compliant access control system in College Park and plan to complete the installation of another in Washington, D.C. in FY 2009. In FY 2009, we also plan to complete the issuance of Federal identity credentials to all NARA Federal employees. All other NARA facility access control systems will be installed to meet FIPS standards beginning in FY 2010 and as new facilities are built.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of developed NARA Continuity of Operations Plans that achieve viability.</i>	—	—	100	100	100	100
Percent of NARA Continuity of Operations Plans that achieve viability.	0	0	0	0		
Number approved continuity of operations plans.	3	3	3	3		
<i>Performance target for percent of documents Federal Register manages electronically using eDOCS.</i>	50	75	75	85	100	100
Percent of documents Federal Register manages electronically using eDOCS.	22	75	81	92		
Number of documents managed electronically using eDOCS.	7,066	18,316	24,849	28,683		
Number of digitally-signed, legal documents submitted using eDOCS.	—	—	5,672	6,651		

Milestones

FY 2005

- COOP for NARA Headquarters functions fully operational and tested.
- Validated legal documents submitted electronically for publication in the *Federal Register* from 15 agencies accepted.

FY 2006

- Validated legal documents submitted electronically for publication in the *Federal Register* from all agencies accepted.

FY 2007

- Emergency Planning Coordinators trained and facility renovation contract signed.
- Plan for issuance of Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to occupants of the National Archives Building developed.

- FY 2008**
- COOP templates for NARA facilities developed.
 - NARA Headquarters and *Federal Register* regional COOP sites established for performance of basic daily emergency and continuity incident management operations in an unclassified environment.
 - Physical access control system at the National Archives at College Park upgraded.
 - Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to National Archives employees in Washington, DC..
- FY 2009 Estimated**
- All NARA Federal employee re-badging to meet Federal Government standards completed.
 - Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to all NARA Federal employees.
 - FIPS 201 compliant physical access control system at the National Archives, Washington, DC, upgraded.
 - Orders of Succession and Delegations of Authorities for all Mission Essential Functions and activities that support them planned and documented in the COOP plan.
 - Vital records that support the continuation of essential functions and recovery to normal operations identified and made accessible during all hazards.
 - All required interoperable communications capabilities for continuity operations at primary and alternate facilities acquired, installed, and functional.
- FY 2010 Projected**
- Capabilities for recovery and reconstitution from a catastrophic emergency and resumption of normal operations planned, tested, and documented.
 - FIPS 201 compliant physical access control system at NARA facilities replaced or upgraded.

Data source Performance Measurement and Reporting System and quarterly performance reports to the Archivist. Federal Continuity Directive 2 (FCD 2), February 2008.

Definitions COOP viability: The continuous performance of essential functions must be guaranteed with the right people, the right resources, and the right planning. Continuity cannot be an afterthought for organizations as they strive to perform essential functions.

Long Range Performance Target 1.6 By 2009, NARA has established a supportive partnership in the national response to emergencies in 100 percent of FEMA regions.

- FY 09 Estimated Performance**
- Establish a supportive partnership in the national response to emergencies in 100 percent of FEMA regions.
 - Offer emergency planning and vital records training sessions in each NARA region.
- FY 10 Projected Performance**
- Maintain a supportive partnership in the national response to emergencies in 100 percent of FEMA regions.
 - Offer emergency planning and vital records training sessions in each NARA region.
 - Establish a supportive partnership in the planning and response to emergencies with 40 percent of Federal Executive Boards.

Outcome Federal agency records are preserved in the event of a disaster, and disaster-response agencies at all levels of government will consider records preservation in both their planning and in their response to emergencies.

Significance The preservation of our own records is covered in target 1.5 above. But we have a larger role to play in national emergencies. Our primary role is to promote the preservation of other Federal records, with a secondary function of providing technical assistance in the area of records preservation to state, local, and tribal governments to whatever extent we can. These public records fall into two categories: government records that define and protect citizen rights and the government’s obligation to its citizens; and historical records.

Means and Strategies As a direct result of NARA’s leadership in this area, “electronic and non-electronic records and documents” are now defined as national assets to be protected. To have any role, however, we need to have a continuing relationship with the national response coordinator, the Federal Emergency Management Agency (FEMA). We have partnered with the Department of Interior and now have a recognized role and responsibilities in the National Response Framework, Emergency Support Function (ESF) #11.

Federal Executive Boards (FEB) have as a specific Strategic Objective Line of Business “emergency preparedness.” NARA will seek supportive partnerships with FEB’s across the nation to ensure that FEB emergency preparedness planning addresses vital records necessary for continuity of Federal operations.

NARA is also working with FEMA’s Continuity of Operations Division, National Continuity Programs Directorate and the Council of State Archivists (CoSA) to develop vital records training for state, tribal, and local government officials throughout the country. All 50 states are encouraged to include preparedness plans for protecting records in their State disaster plans. We will continue our work with state, local, and tribal governments before and during emergencies, by providing advice and counsel in how to react to emergency situations that threaten records. To that end, our web site is an important tool in conveying information.

Key external factors Our success depends on the willingness of the emergency management community to see records as a vital asset that has priority within any response to a disaster.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.</i>	—	—	50	80	100	100
Percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.	—	—	60	80		
<i>Performance target for percent of FEB’s with which we have established a supportive partnership in the national response to emergencies.</i>	—	—	—	—	—	40
Percent of FEB’s with which we have established a supportive partnership in the national response to emergencies.	—	—	—	—	—	

Milestones

FY 2006

- FEMA mission assignment for recovery of records from Orleans Parish (LA) following Hurricane Katrina completed.
- Vital records model for NARA records management training program developed and tested.

FY 2007

- Report to the White House and the Congress on status of disaster preparedness for vital and historical records in each state completed in partnership with CoSA.
- NARA disaster preparedness and recovery training program revised and piloted.
- Supportive partnerships developed in 60 percent of the FEMA regions.

FY 2008

- Partnership with FEMA to offer “vital records” content for FEMA COOP training in each of the regions developed.
- Partnership with FEMA and CoSA to develop “vital records” training for state and local government jurisdictions established.

FY 2009 Estimated

- “Vital records” training piloted and delivered by FEMA and CoSA to state and local government jurisdictions.
- Participation by each NARA region in Regional Intergovernmental COOP Working Group(s) established.
- NARA’s “Vital Records” and “Emergency Planning and Response” courses offered in each NARA region.

FY 2010 Projected

- “Vital records” training piloted and delivered by FEMA and CoSA to state and local government jurisdictions
- Participation by each NARA region in Regional Intergovernmental COOP Working Group(s) continued.
- NARA’s “Vital Records” and “Emergency Planning and Response” courses offered in each NARA region.
- Emergency procedures for providing instructions and advice on the handling and preservation of records critical to the operation of the Federal Government in national security emergencies developed/revised.

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

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

- Long Range Performance Targets**
- 2.1 By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.
 - 2.2 By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.
 - 2.3 By 2012, 90 percent of agency declassification reviews receive high scores as assessed by ISOO.
 - 2.4 By 2016, NARA archival holdings of 25-year-old or older records are declassified, exempted, or referred under the provisions of Executive Order 12958, as amended.
 - 2.5 By 2016, 100 percent of archival holdings are stored in appropriate space.
 - 2.6 By 2009, 100 percent of NARA records center holdings are stored in appropriate space.
 - 2.7 By 2016, less than 50 percent of archival holdings require preservation action.

FY 2009 Resources Available to Meet This Goal: \$213,766,000; 700 FTE
FY 2010 Resources Requested to Meet This Goal: \$195,341,000; 717 FTE

FY 2010 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
2.1 By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.	✓		✓					
2.2 By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.	✓		✓					
2.3 By 2012, 90 percent of agency declassification reviews receive high scores as assessed by ISOO.	✓							
2.4 By 2016, NARA archival holdings of 25-year-old or older records are declassified, exempted, or referred under the provisions of Executive Order 12958, as amended.	✓							
2.5 By 2016, 100 percent of archival holdings are stored in appropriate space.	✓							✓

2.6 By 2009, 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 09 Estimated Performance

- 20 percent of archival records transfers arrive at NARA on time.
- Identify and schedule 10 percent more Federal agency electronic records series than were scheduled in FY 2008.
- Establish baseline for records schedules submitted using ERA.

FY 10 Projected Performance

- 30 percent of archival records transfers arrive at NARA on time.
- Identify and schedule 10 percent more Federal agency electronic records series than were scheduled in FY 2009.
- 10 percent more records schedules are submitted using ERA than in FY 2009.

Outcome Records of archival value are preserved for future generations.

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

Means and Strategies The Electronic Records Archives (ERA) will provide a vehicle for implementing the records management improvements that result from the NARA's Records Lifecycle Business Process Reengineering, the E-Records Management (ERM) e-Government Initiative, and NARA's Records Management Initiatives. We will improve the development and implementation of records disposition

schedules by automating and improving the quality of interactions between NARA and other agencies and the workflow within NARA. We will reduce cycle time for NARA's review and approval of records disposition authorities requested by other agencies and increase the number of acceptable formats for transfer of electronic records to NARA. We will monitor disposition instructions and be able to generate reminders to agencies of when records need to be transferred to NARA.

Starting in FY 2008, NARA established, in the ERA system, the basic IT infrastructure needed to implement NARA's reengineered business processes for Government-wide lifecycle management of records and to manage electronic transfers and storage of electronic records in their original formats. We deployed the initial operating capability (IOC) release of the ERA system in June 2008. This release made it possible for four pilot agencies to submit their records schedules as well as transfer their records to the legal custody of the National Archives through the ERA system. ERA will also provide the management and technology controls to enable long-term preservation and sustained access to electronic records.

To assist us in setting priorities for helping Federal agencies deal with records management, we developed a set of criteria, procedures, and a handbook for identifying the functional areas within the Government that contain the greatest records management challenges. These areas will be our highest priorities for allocating NARA records management resources. The criteria used focuses 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. Through Federal agency surveys, NARA is identifying electronic systems in Federal agencies that are generating electronic records, and we are working to get more of those systems' records scheduled. For several years, we have collected information from Federal agencies to identify unscheduled electronic records and learn more about the electronic records challenges Federal agencies face. With the volume of these records increasing every year, we will continue this practice throughout FY 2009 and FY 2010, while also working to improve the timeliness of records transfers to NARA. In addition, by pre-accessioning electronic records into NARA, we will have more accurate descriptions, earlier transfers, and better preservation, while avoiding the loss of records that may occur with lengthy agency retention.

Key external factors Federal agencies must schedule their records.

Verification and Validation

Performance Data	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent scheduled transfers of archival records transferred to NARA at the scheduled time.</i>	—	—	—	—	20	30
Percent of archival records transferred to NARA at the scheduled time.	—	—	—	TBD		
<i>Performance target for percent of archival electronic records transfers for high value records arriving at NARA on time.</i>	—	—	5	10	—	—
Percent of transfers for high value archival electronic records arriving at NARA on time.	—	—	—	40		
Number of electronic records transferred (in millions of logical data records).	85	348	622	39		
<i>Performance target for percent increase in number of Federal agency electronic records series scheduled than prior year.</i>	—	—	10	10	10	10
Percent increase in number of Federal agency electronic records series scheduled than prior year.	—	10	33	30		

Performance Data

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Number of Federal agency electronic records series scheduled.	—	1,001	1,332	1,746		

Milestones

FY 2005

- Federal agency program-related systems (245) that generate electronic records identified and scheduled.
- Web snapshots of Federal Government web sites at end of last Presidential term collected.
- Alternative approaches to putting legacy records control schedules into an ERA repository analyzed.
- Pre-accessioning of electronic records discussed with six agencies.

FY 2006

- Two more transfers of electronic records pre-accessioned.

FY 2007

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

FY 2009 Estimated

- Baseline for records scheduled using ERA established.

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

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

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

FY 09 Estimated Performance

- Increase by 10 points the percent of archival holdings that have been processed to the point where researchers can have efficient access to them.

FY 10 Projected Performance

- Increase by 10 points the percent of archival holdings that have been processed to the point where researchers can have efficient access to them.
- Train new archival staff in the processing of Presidential records.

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

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

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

We recognize that the growth of NARA’s archival workforce has not kept pace with the increase of records accessioned each year. This situation was exacerbated by an agency-wide hiring freeze in 2006 and 2007. Besides the shortfall in archival staff, we are also faced with an aging workforce. It is imperative that NARA build an archival staff able to handle the increasingly complex workload ranging from traditional paper documents more than 100 years old to state-of-the-art electronic records. We expect to hire a cadre of new archivists with the technical skills and knowledge needed to address our increasing workload of records.

In FY 2009, we were funded to add 15 new archivists to our Presidential libraries whose records are governed by the Presidential Records Act. With the addition of these 15 staff, we will be able to dedicate staff to both FOIA and systematic processing. The efficiencies inherent in systematic processing will enable us to open more records than we have been able to do in FOIA processing. We will train these new archivists in FY 2010.

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.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percentage point increase in the number of archival holdings that have been processed to the point where researchers can have efficient access to them.</i>	—	—	<i>Establish baseline</i>	10	10	10
Percent of archival holdings that have been processed to the point where researchers can have efficient access to them.	—	—	21*	33*		

*Data reported in 2007 and 2008 reflects only Washington, DC, area work.

Milestones

FY 2006

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

FY 2007

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

FY 2008 • Processing efficiencies in Presidential Libraries and regional archives studied.

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

FY 2010 Projected • New archival staff for processing Presidential records trained.

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

Long Range Performance Target 2.3 By 2012, 90 percent of agency declassification reviews receive high scores as assessed by ISOO.

FY 09 Estimated Performance • Perform annual assessments of agencies with substantial declassification review activity.
• Increase the percentage of agency declassification reviews receiving high scores as assessed by ISOO.
• Develop recommendations for declassification programs to improve the quality of their reviews.
• Develop policy guidance for the Controlled Unclassified Information (CUI) Framework.

FY 10 Projected Performance • Increase the percentage of agency declassification reviews receiving high scores as assessed by ISOO over the number in FY 2009.
• Complete interim policy guidance for the CUI Framework.

Outcome Records are properly exempted, referred, or declassified under E.O. 12958, as amended. Interim policy guidance is created for the CUI Framework.

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.

NARA also serves as the Executive Agent for the CUI Framework. ISOO's CUI Office is responsible for overseeing and managing the implementation of the CUI Framework for designating, marking, safeguarding, and disseminating CUI. CUI is the single, categorical designator throughout the Executive branch for information previously identified as "sensitive but unclassified."

Means and Strategies On March 25, 2003, President Bush issued Executive Order 13292 further amending Executive Order 12958, as amended. Among the many changes was the extension of the automatic declassification deadline from April 17, 2003, to December 31, 2006, for most classified

records and extensions for records with classified equities belonging to more than one agency and most classified records consisting of special media. Additionally, it established an ongoing annual requirement for each of these areas beyond December 31, 2006. While the Executive branch for the most part fulfilled its initial obligations to satisfy the 2006 deadline, the current referral process to address multiple classified equities is inefficient, highly redundant, and prone to error. It is also now clear that agencies will not make the December 31, 2009, deadline to review all referrals made by December 31, 2006. Through collaborative working groups, policy revisions, and increased oversight, ISOO will seek to streamline the referral process, reduce redundancies in declassification reviews, promote accurate and consistent declassification decisions, improve equity recognition across the declassification community, develop centralized priorities and management controls around the priorities, and make the declassification process more transparent to the public.

In FY 2008, NARA established the Controlled Unclassified Information (CUI) Office in response to President Bush’s May 9, 2008 Memorandum for Heads of Departments and Agencies on the “Designation and Sharing of Controlled Unclassified Information (CUI).” This memorandum designated NARA responsible for oversight and management in the implementation of the CUI Framework. To fulfill these responsibilities will require the development of implementation guidance; the development of CUI policy including designation and marking guidance, safeguarding standards, and dissemination standards; a CUI training program; a registry that will contain recognized markings and standards; and an oversight mechanism to monitor department and agency compliance with CUI policy, standards, and markings.

The CUI Office will work to ensure an effective and transparent transition to the CUI Framework through its work with the CUI Council and working groups with interagency representation. Guidance and policy development will focus on sharing and protection, while addressing the needs of all Information Sharing Environment (ISE) partners, including users and producers of information of all media types. A risk management approach will ensure the CUI Framework implementation is efficient and effective, but not overly burdensome. The implementation framework will simultaneously respect the privacy, civil rights and civil liberties of Americans. The CUI Office will utilize clearly defined and well understood business practices.

Key external factors Agencies’ cooperation is essential to identifying the records subject to automatic declassification, impediments to meeting the ongoing deadlines, and solutions to these impediments.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percentage point increase in number of agency declassification reviews that receive high scores as assessed by ISOO.</i>	—		—	<i>Establish baseline</i>	15	15
Percent of agency declassification reviews that receive high scores as assessed by ISOO.	—	—	—	36		
Number of agency declassification reviews assessed by ISOO.	0	0	21	22		
Number of pages declassified government-wide (in millions of pages)	26.5	34.8	34.4	27.9		
Per page cost of Government-wide declassification	\$2.14	\$1.26	\$1.29	\$1.53		
Total cost of declassification Government-wide (in millions of dollars)	\$56.8	\$43.9	\$44.7	\$42.7		

Milestones

- FY 2005**
- Cost-effectiveness study and plan for automating the data for SF 311, including a requirement for electronic reporting, developed.
- FY 2006**
- Agencies Executive branch-wide responsibilities under Section 3.3 of Executive Order 12958 fulfilled and well-positioned to meet initial December 31, 2006, deadline.
- FY 2007**
- December 31, 2006, deadline achieved Executive branch wide.
 - Scoring method to evaluate agency declassification programs developed.
 - Referral standard streamlined and revised.
 - Baseline scores of agency declassification reviews assessed by ISOO established.
 - 12 Executive branch declassification reviews conducted.
 - Strategy for dealing with classified special media established.
- FY 2008**
- Program for enhancing ISOO's assessment of declassification review programs in agencies with substantial declassification programs developed.
 - Annual assessment of agencies with substantial declassification review activity performed.
 - Scoring tool on the declassification reviews of all agencies with substantial declassification review programs tested.
 - Recommendations for declassification programs to improve their scores developed.
- FY 2009 Estimated**
- Declassification reviews of all agencies with substantial declassification review programs assessed.
 - Recommendations for declassification programs to improve the quality of their reviews issued.
 - CUI Office staffed.
 - Policy guidance for CUI Framework developed.
- FY 2010 Projected**
- Declassification reviews of all agencies with substantial declassification review programs assessed.
 - Recommendations for declassifications programs to improve the quality of their reviews issued.
 - Interim policy guidance for CUI Framework completed.

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

Definitions Declassification program review: an evaluation of the declassification aspects of an executive branch agency's security classification program to determine whether an agency has met the requirements of Executive Order 12958, as amended. The review may include the appropriateness of agency declassification actions, the quality of agency actions to identify classified equities of other agencies, and the appropriateness of agency action to exempt records from automatic declassification based upon application of declassification guidance approved by the Interagency Security Classification Appeals Panel or the application of file series exemptions approved by the President. The results of a review, along with any appropriate recommendations for improvement, are reported to the agency's senior agency official designated under section 5.4(d) of E.O. 12958, as amended, or the agency head.

Long Range Performance Target 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 12958, as amended.

- FY 09 Estimated Performance**
- Increase by 10 percent the number of pages completed in the National Declassification Initiative (NDI) process.
 - Scan 500,000 pages of Presidential records eligible for declassification review as part of the Remote Archives Capture project.

- FY 10 Projected Performance**
- Increase by 10 percent the number of pages completed in the National Declassification Initiative (NDI) process.
 - Scan 500,000 pages of Presidential records eligible for declassification review as part of the Remote Archives Capture project.

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

Significance Executive Order 12958, which was amended in FY 2003, requires the declassification of material 25 years old unless specifically exempt. The Government protects millions of classified documents at great expense, including more than 390 million pages in our Washington, DC, area facilities and 38 million pages in Presidential Libraries. The majority of these documents, more than 25 years old, no longer require classified protection and can and should be accessible to citizens.

Means and Strategies NARA staff continue to focus on the review of eligible records series that are not already being reviewed by the originating agencies. These agencies are ones that receive but do not generate much classified information. We must review these records to identify the equities of other agencies that may still have concerns about information in the records. To handle the reviews required by Executive Order 12958, as amended, and the extra work required by the Kyl and Lott Amendments, we hired experienced contract personnel to survey, review, and prepare records for release.

We use the Archives Declassification Review and Redaction System (ADRRES) to track our performance with Federal records against the requirement to have all records over 25 years old appropriately declassified, exempted or referred under the provisions of Executive Order 12958 as amended. The Presidential Libraries use the Remote Archives Capture Project to measure their goals for declassification and referral of twenty-five year old Presidential Library equity. We will also use ADRRES and the Unclassified Redaction and Tracking System (URTS) to make electronic records such as the 9/11 Commission records and State Department cables available to agency personnel for their review.

Under Executive Order 12958 as amended, agencies have a deadline of December 31, 2009, to review and resolve their equities in security classified documents over 25 years old that have been referred to them by other agencies. We estimate that there are approximately 3 million documents in accessioned federal records that must be acted on by the agencies prior to the 2009 deadline. Many of these documents must be reviewed by two or more agencies. NARA will index these documents in the ADRRES database and will make these documents available to the agencies in a systematic fashion to enable them to accomplish their missions, protect permanently valuable federal records, and prevent

unauthorized releases of still sensitive information. The Presidential Libraries have scanned 3.6 million of their 25-year-old Presidential classified material that must be acted upon prior to the 2009 deadline as part of the Remote Archives Capture (RAC) project and will process agency declassification decisions upon receipt, reviewing and placing opened documents back in the opened Presidential files.

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

To ensure that records released to the public have been properly declassified, NARA has established an Interagency Quality Assurance Team as a component of the National Declassification Initiative. This team, consisting of representatives from the major classifying agencies, surveys records to determine whether the initial review was adequate prior to the records being processed for the interagency referral center. The team will pass records to the IRC if satisfied with the quality, schedule records for resampling, or send the records to a remediation team if there are too many problems.

It is clear from the results of the quality assurance program that the quality of initial agency reviews is severely impacting the processing of records for the interagency referral center. To meet the EO deadlines we would need to triple the throughput of the quality assurance and remediation processes, which would require a greater commitment of personnel by the agencies. NARA will be working with the agencies to develop standard equity recognition training and a certification program for declassification reviewers. NARA will also develop, in cooperation with the agencies, a web site for sharing agency declassification guidance.

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

Meeting the requirements of Executive Order 12958, as amended, will be a significant challenge at the Reagan Library, where we will need to refer approximately 8 million pages of textual classified Presidential records prior to 2014. This represents more classified pages than all of the previous Presidential Libraries combined. In addition to scanning the Presidential records of the Reagan administration, the RAC project will need to scan approximately 500,000 pages of classified Vice Presidential records at the George H.W. Bush Library.

Key external factors Security concerns related to the war on terrorism may slow declassification efforts or lead to the withholding of additional records.

The Kyl and Lott Amendments require the re-review, page-by-page, of all declassified Federal records except those determined to be highly unlikely to contain Restricted Data and Formerly Restricted Data. We continue to devote resources to assist the Department of Energy (DOE) in surveying and auditing records to ensure that no Restricted Data and Formerly Restricted Data are inadvertently released. Our work in this increased in FY 2003 as the U.S. Air Force began a project similar to DOE's that will result in another layer of review before the records can be made available. The slow pace of both agency Kyl and Lott re-reviews and the final DOE quality control review further reduce our ability to timely process records for release to the public.

Special declassification projects are also affected by the amount of declassification that can be accomplished. Instead of examining entire records series for declassification, many of our declassification staff are required to examine individual withdrawn classified documents to determine their relevance and coordinate their declassification with the appropriate agencies.

The CIA must continue to provide technical support to enable the review of scanned Presidential documents by other agencies. Agencies must conduct reviews of their equities in the scanned Presidential documents before the Presidential libraries can process the records for release.

Verification and Validation

<i>Performance Data</i>	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Backlog of pages of Federal records eligible for declassification review at start of year (in thousands of pages).	—	—	—	—	420,050	417,098	
Backlog of pages of Presidential materials at start of year (in thousands of pages).	806	668	218	218	218	127	
Annual number of Federal pages declassified (in thousands).	116	35	89	374	260		
Annual number of Presidential pages declassified (in thousands).	94	94	89	194	80		
<i>Performance target for percentage point increase in the number of pages completed in the National Declassification Initiative (NDI) process.</i>	—	—	—	—	—	10	10
Percent increase in the number of pages completed in the NDI process.	—	—	—	—	—		
Number of pages completed in the NDI process.	—	—	—	—	—		
<i>Performance target for annual number of Presidential pages scanned (in thousands).</i>	300	300	500	500	500	500	500
Annual number of Presidential pages scanned (in thousands).	500	563	506	512	519		
Cost per page declassified (Federal and Presidential).	\$24.29	\$27.60	\$25.28	\$8.45	\$39.71		

Milestones

FY 2005

- 50 percent of the FY 2004 baseline of NARA archival holdings of classified records 25-years-old or older are declassified, properly exempted, appropriately referred, or appropriately delayed.

FY 2007

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

FY 2008

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

- FY 2009 Estimated**
- 500,000 pages of Presidential records eligible for declassification review as part of Remote Archives Capture project scanned.
- FY 2010 Projected**
- Quality assurance process for 7,500 cubic feet of records completed and made available for the Interagency Referral Center.
 - More than 100,000 pages of formerly classified Presidential materials in electronic format released using the unclassified CREST system at the Presidential Libraries (Truman – Reagan).

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 09 Estimated Performance**
- Complete design for Roosevelt Library renovation.
 - Award construction contract for first phase of Roosevelt Library renovation.
 - Complete site work contract for Kennedy Library expansion.
 - Complete sprinkler upgrades and award construction for mechanical improvements at Eisenhower Library.
 - Award construction contract and complete mechanical improvements at Carter Library.
 - Complete design of 1571 improvements for Waltham, San Bruno, and Seattle.
 - Complete site flood prevention measures at the National Archives Building.
 - Break ground on new National Personnel Records Center facility.

FY 10 Projected Performance

- Complete 50 percent of site work for first phase of Roosevelt Library renovation.
- Complete design for second phase of Roosevelt Library renovation.
- Award design contract for Johnson Library renovations.
- Open National Personnel Records Center facility for occupancy.
- Complete construction of Nixon Library expansion.

Outcome Archival records are preserved for public use.

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

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

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

While our state-of-the-art facility in College Park, Maryland, and the renovated National Archives Building in Washington, DC, provide appropriate storage conditions for the archival headquarters records of most Federal agencies, as well as modern records of national interest, many of our other facilities require environmental and storage improvements. Several of our regional facilities have severe quality problems, including backlogs of needed repairs and renovations and in some cases removal from their current location to better space is required. Existing Presidential libraries need upgrades in environmental conditions and several need additional storage space.

Creation of the Federally-operated Richard M. Nixon Presidential Library allows us to advance public access to materials of the highest historical significance, streamline existing archival and museum activities by combining operations in one location, and preserve these invaluable historical resources in appropriate and secure space. The Library completed a renovation project of the existing Nixon Library in Yorba Linda, California. The renovation was completed in FY 2007. We have begun transferring Nixon Presidential holdings to that facility from two of our facilities. This first phase of the move will transfer artifact holdings. In addition, staff was added in FY 2008 to operate the library. However, inadequate storage space calls for an additional expansion to hold all the materials stored in other archival

space. The expansion will be completed in FY 2010.

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 2009, NARA began phase 1 activities for the project. In FY 2010 NARA will begin general site work to support new mechanical and electrical equipment. NARA will also begin renovating holdings storage rooms and the research room to enhance security and productivity.

In our regions, Fort Worth and Kansas City had terminating leases. To meet archival storage standards and provide appropriate, secure public access to archival services, NARA plans to move some of the displaced records to an archival-quality bay in the Southwest Regional Records Center and others to a subterranean storage facility operated by the Federal Records Center Program that is designed especially to meet archival requirements at low cost. We are studying alternatives for siting a separate public-use facility in Fort Worth strategically located to provide easy access to NARA’s programs and resources by researchers, teachers, students, and the general public that we serve.

NARA will open a new National Archives–Central Plains Region facility in FY 2009. We are relocating documents and artifacts chronicling 170 years of Great Plains life from their current location in the Bannister Federal Complex to this new regional facility, located in Kansas City, Missouri. In addition to research facilities, the facility will house archival records in a specially designed storage module with temperature, humidity, and other environmental controls. Archival records most frequently requested or used by researchers will be housed at the new Central Plains Region facility, other archival records will be shipped to an archival bay at Lee’s Summit, Missouri.

The National Personnel Records Center (NPRC), the largest NARA operation outside the Washington, DC, area with over 4 million cubic feet of records, needs new facilities to replace current facilities that do not meet our storage standards for temporary and archival records. The National Personnel Records Center (i.e. both Military Personnel Record and Civilian Personnel Records), and the Dielman Archival Annex contain numerous facility problems and cannot be made to meet storage standards in a cost effective manner. The problems include inadequate temperature and humidity controls and particulate and gaseous filtration, and antiquated designs that are not conducive to efficient storage or retrieval of records. The existing facilities are being replaced with two new facilities designed to meet the records’ particular storage requirements. The new facility for temporary records, the National Personnel Records Center Annex, will be completed in FY 2009. NARA is working with GSA on a new leased facility to house NPRC’s archival and permanent holdings. The new facility will be located in St. Louis’ North County area. With the lease for the new facility signed in September 2008, groundbreaking will begin in FY 2009.

The facility will open for occupancy in FY 2010.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Percent of NARA archival holdings in appropriate space	53	57	80	86		
Number of archival traditional holdings (in thousands)	3,166	3,299	3,349	3,731		

Performance Data	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
of cubic feet)						
Percent of artifact holdings in appropriate space	42	42	42	40		
Number of artifact holdings (in thousands)	543	544	544	582		
Percent of electronic holdings in appropriate space	100	100	100	100		
Number of electronic holdings in appropriate space (in millions of logical data records)	4,041	4,611	4,737	5,522		
<i>Performance target for cost of compliant archival storage space per cubic foot of traditional holdings stored (adjusted for inflation).</i>	—	—	\$5.78	\$5.84	\$6.06	TBD
Cost of archival storage space per cubic feet of traditional holdings stored	\$6.48	\$6.65	\$6.20	\$5.85		

Milestones

FY 2005

- Renovation of the National Archives Building completed.
- Clinton Presidential Library opened.
- Construction of the Southeast Regional Archives completed.
- Move plan for military personnel records in St. Louis completed.

FY 2006

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

FY 2007

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

FY 2008

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

FY 2009 Estimated

- Design for phase I of Roosevelt Library renovation completed.
- Construction contract for first phase of Roosevelt Library renovation awarded.
- Site work contract for Kennedy Library expansion completed.
- Sprinkler upgrades completed and construction contract for mechanical improvements at Eisenhower Library awarded.
- Construction contract for Carter Library awarded and mechanical improvements completed.
- National Archives Building flood prevention measures completed.
- Ground breaking for new National Personnel Records Center completed.
- Design of 1571 improvements for Waltham, San Bruno, and Seattle completed.

FY 2010 Projected

- Portion of site work for first phase of Roosevelt Library renovation completed.
- Design for phase II of Roosevelt Library renovation completed.
- Site work for Eisenhower Center renovations completed.
- Design for Johnson Library renovations completed.
- National Personnel Records Center facility opened for occupancy.
- Construction for Nixon Library expansion 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 2009, 100 percent of NARA records center holdings are stored in appropriate space.

- FY 09 Estimated Performance**
- Store 100 percent of NARA records center holdings in 36 CFR 1228 subpart K compliant space, as certified by NAS.
 - Complete certification of remaining records center facilities that have been brought up to storage standards.
 - Complete construction of National Personnel Records Center Annex.
 - Move 80 percent of holdings slated for National Personnel Records Center Annex.
- FY 10 Projected Performance**
- Store 100 percent of NARA records center holdings in 36 CFR 1228 subpart K compliant space.
 - Move remaining holdings into National Personnel Records Center Annex.

Outcome Agency records are preserved for as long as needed.

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

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

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

NARA's system of records centers is supplemented by centers operated by other Federal agencies and private interests. Federal agencies' certify that the storage facilities they plan to use are in compliance with the Facility Standards for Records Storage Facilities (36 CFR 1228, subpart K). The standards were initially issued in 1999 and revised in September 2005. The new standards place more stringent compliance requirements on existing facilities and will go into effect on October 1, 2009. In an effort to assist agencies, we have participated in NARA-sponsored Records Administration Conference (RACO) to communicate information about compliance. In addition, we issued a Records Storage Facility Standards Toolkit, available both in hard copy and on the web. This toolkit provides agencies with the information needed by Records Officers to verify that a facility meets the required storage standards.

We also consolidated our records center storage in the Central Plains Region by moving records from our Bannister Road records center facility in Kansas City to our facility in Lenexa, Kansas, a Central Plains underground space that had opportunity for expansion. We have opened a new underground facility in Valmeyer, Illinois for the storage of temporary records from the Civilian Personnel Records facility and the Military Personnel Records facility in St. Louis. In FY 2010 we will continue to monitor agency certification for records center compliance with 36 CFR 1228 subpart K and ensure that our complete inventory of records center holdings are stored in compliant space.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of NARA records center holdings stored in appropriate space.</i>	—	—	—	—	100	100
Percent of NARA records center holdings stored in appropriate space.	—	—	—	—		
Percent of NARA records center facilities certified as meeting the 2009 regulatory storage standards	9	9	29	33		
Volume of records center holdings (cubic feet in millions).	24.6	25.1	25.7	26.6		
Storage price per cubic foot for records center holdings.	\$2.16	\$2.28	\$2.28	\$2.40		

Milestones

FY 2005

- Birmingham, AL Annex closed.
- Palmetto, GA Annex closed.
- Fort Worth Building 5 Annex closed.
- Denver, CO Annex closed.
- Energy Saving Operating Plan for the Washington National Records Center developed with GSA.
- Lease agreement to construct a records center storage facility in Fort Worth completed.

FY 2006

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

FY 2007

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

FY 2008

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

FY 2009 Estimated

- Remaining records center facilities storage standards certified.
- Construction of National Personnel Records Center Annex completed.
- Move of 80 percent of holdings slated for National Personnel Records Center Annex completed.
- Lease agreement to construct a records center storage facility in Denver completed.

FY 2010 Projected

- Move of remaining holdings slated for National Personnel Records Center Annex completed.

Data source Quarterly performance reports to the Archivist.

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

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

FY 09 Estimated Performance

- Appropriately treat or house 80,000 cubic feet of NARA's at-risk archival holdings so as to slow further deterioration.
- Establish measures for the quantity of dynamic media record holdings that can be preserved using digitization.
- Develop plan for conversion of dynamic media records holdings to digital formats by 2016.
- Implement infrastructure to ensure preservation of digital products created in preservation reformatting.
- Deploy IOC of the Holdings Management System (HMS) for textual records in Archives II and provide training to staff.

FY 10 Projected Performance

- Appropriately treat or house 85,000 cubic feet of NARA's at-risk archival holdings so as to slow further deterioration.
- Preserve dynamic media records in digital formats according to plan developed in FY 2009.
- Deploy Holdings Management System (HMS) in two regional archives.
- Develop and provide archival preservation educational tools, resources and training on the web.

Outcome Permanent records are preserved for generations to come.

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

Means and Strategies NARA's permanent records provide information pertaining to a wide range of subjects and events in our nation's history. They include records documenting the service of America's veterans and the actions of our Government and nation. More than two-thirds of NARA's textual and

non-textual records are at risk of not being preserved and available for use by future generations. We must address the needs of a wide variety of formats and media in our holdings—paper records, motion pictures, audio recordings, videotapes, still photography, aerial photography, microfilm and other microforms, maps, charts, and artifacts. Examples of at-risk records include acetate-based still photography negatives and microfilm, audio and video recordings requiring obsolete equipment for access, brittle and damaged paper records, and motion pictures. We continue our work to perform the required preservation actions, such as providing the appropriate storage environment, housing records according to archival standards, reformatting, and performing conservation treatment.

Among the many preservation methods we use to extend the life of our holdings, one in particular is undergoing a fast-paced, marketplace-driven change. To ensure the continued availability of some of our most vulnerable holdings, we must reformat them. Traditionally, the preservation action of reformatting has predominantly used analog equipment and supplies. Digital work processes and materials are replacing analog processes and materials. Over the last decade, the switch from analog to digital processes and materials for reformatting is taking place at an increasing rate, with major audio and video and photographic film manufacturers eliminating or reducing traditional analog products and equipment. Within five years, few photographic and other analog special media products—such as videotape, audiotape, and 35 mm film—will be available. Significant and numerous records of America’s visual and audio documentary heritage from the 19th and 20th-century are in danger of being lost to the American people if we do reformat and digitize. In FY 2008, we purchased much of the equipment needed to convert our operations from analog to digital. We are training staff in the operation of this equipment and developing new work flow processes that take advantage of the new technologies. We will migrate digitized holdings to ERA to secure and preserve the data. We are in a race against time to reformat the records in need.

At the National Personnel Records Center (NPRC) in St. Louis, records of 57 million military veterans who have served since 1885 comprise more than 6 billion pages in more than 1.5 million cubic feet of space. Annually over the next 60 years, Official Military Personnel Files (OMPFs) will be accessioned to a point where all 1.5 million cubic feet (57 million records) will be opened to the public. There were 218,688 cubic feet of OMPFs accessioned in FY 2007 and FY 2008 into the NPRC archives, with approximately 59,000 cubic feet of OMPFs to be accessioned in FY 2009 and 13, 167 cubic feet in FY 2010.

Preservation work on the OMPFs is focused on addressing the accessibility and archival storage needs of the oldest, most fragile records, representing slightly more than one percent of the files. Simultaneous to our study of the options for housing the OMPFs and in anticipation of moving the holdings, NARA conducted a comprehensive physical needs assessment. We learned that 85 percent of the OMPFs contain particularly unstable, rapidly deteriorating, paper-based formats, and more than 30 other media or information formats, including metal dog tags, hair samples, blood strips, rifle targets, and plastic ID cards. Eighty percent of the files already have damage, due to handling, embrittlement, creases, fire, and mold. Reformatting these records to ensure long-term preservation and access is a massive challenge. Relocating them to a properly controlled environment is an essential, cost-effective first step in stabilizing their condition. The OMPFs and related holdings from NPRC will be moved to a new GSA-leased facility St. Louis County, beginning in calendar year 2010.

Beginning in FY 2009, civilian Official Personnel Folders (OPFs) dating from the 1850s to 1952 will also be accessioned into the NPRC; the volume of these series will be approximately 200,000 cubic feet.

Providing preservation treatment and appropriate environmentally controlled storage will be a high priority and poses challenges similar to the OMPFs.

In support of our efforts to ensure efficiency and target the records with the greatest preservation needs, NARA is developing a Holdings Management System (HMS) to track workflow, priorities and circulation. A Business Process Reengineering (BPR) examined the functional requirements for tracking location, space, circulation, and preservation needs and actions for all NARA holdings. In FY 2009, the initial implementation of HMS will be made available, and in FY 2010 additional phases of implementation will continue until fully functional.

We continue to work hard to keep pace and to make progress in solving the preservation challenges for the holdings at risk of not being preserved. Nonetheless, as we accession new records, our backlog of at-risk records increases and we are challenged to keep up with the preservation needs of these records.

Key external factors Unusually large increases in new at-risk records, such as the recent accessioning of OMPFs and OPFs, increases in the cost of leasing cold storage space, increases in demand for digitized holdings, and large increases or shifts in public demands for the use of at-risk records, affect our ability to address preservation requirements and delay achievement of performance objectives.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of archival holdings that require preservation action.</i>	—	—	<i>Establish Baseline</i>	≤65	≤64	≤63
Percent of archival holdings that require preservation action.	—	—	66	64		
Backlog of holdings requiring preservation action (in thousands of cubic feet).	—	—	2,170	2,386		
At-risk archival holdings that received preservation treatment this year (thousands of cubic feet)	27	29	54	130		
Cumulative volume of at-risk archival holdings in cold storage (thousands of cubic feet).	86	90	90	91		
<i>Performance target for cumulative percent of OMPFs inventoried and rehoused.</i>	8	35	69	100	—	
Percent of OMPF's inventoried and rehoused.	4	34	79	100		

Milestones

FY 2005

- Textual preservation study completed.

FY 2007

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

FY 2008

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

FY 2009 Estimated

- 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.
- Infrastructure to ensure preservation of digital products created implemented.
- IOC of HMS deployed in Archives II and staff trained.

FY 2010 Projected

- Dynamic media records preserved in digital format.
- HMS deployed in two regional archives.
- Archival preservation educational tools, resources and training on the web developed.

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

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

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

- Long Range Performance Targets**
- 3.1 By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.
 - 3.2 By 2012, 80 percent of archival electronic records are preserved at the planned level of service.
 - 3.3 By 2016, the per-megabyte cost of managing electronic records decreases each year.

FY 2009 Resources Available to Meet This Goal: \$76,860,000; 101 FTE
FY 2010 Resources Requested to Meet This Goal: \$95,318,000; 101 FTE

FY 2010 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
3.1 By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.	✓		✓					
3.2 By 2012, 80 percent of archival electronic records are preserved at the planned level of service.			✓					
3.3 By 2016, the per-megabyte cost of managing electronic records decreases each year.	✓		✓					

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

- FY 09 Estimated Performance**
- Sustain 80 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
 - Complete 75 percent of data migration of holdings from legacy systems migrating to the initial ERA system for Federal records.
- FY 10 Projected Performance**
- Sustain 80 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
 - Complete 80 percent of data migration of holdings from legacy systems migrating to the initial ERA system for Federal records.

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

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

Means and Strategies The growth in the volume of electronic records is enormous. At the end of the last Administration, the White House transferred several terabytes of electronic records to NARA for storage and preservation. When the Bush Administration ends in January 2009, NARA expects to receive several hundred terabytes of email, office automation records, digital photographs, and other multi-media electronic formats. Also, during the next year, the Census Bureau will be transferring electronic images of up to 600 million pages of information, comprising more than 48 terabytes of data, from the 2000 Census. Digital Military Personnel Files represent estimated transfers of a billion files over 10 years. The transfer volume projected for 2009 is more than ten times greater than all the electronic record volume NARA has processed since the first such transfer in 1971. After surveying Federal agencies, we have concluded that the rate of growth of electronic records created in the Federal Government is about 50 percent per year, although the rate of growth of permanently valuable electronic records is likely not as high. We expect even greater growth in transfers of electronic records to NARA as ERA is implemented because past transfers have been constrained by NARA's limited capacity to process them.

Our ability to promptly process archival electronic records will be significantly enhanced by the creation of ERA. While NARA's existing technical capacity to process electronic records is higher than it has ever been, staffing has declined. Technical processing still lags behind what we anticipate agencies will be sending to NARA over the next several years. NARA's existing systems and staff are able to copy about one terabyte of data per year. Until the ERA system is fully operational, we will extend and expand our existing systems to attempt to keep up. During FY 2008 we began to migrate data—both metadata and holdings—from our existing systems into ERA for those systems that the initial ERA system replaced. We will run dual operations—both ERA and our legacy systems—as we continue to migrate data throughout FY 2009. Data migration will continue for the initial system into FY 2010.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of archival electronic accessions processed to the point where researchers can have efficient access to them.</i>	80	80	95	80	80	80
Percent of archival electronic accessions processed.	80	80	81	86		
Number of accessions received.	1,830	2,010	2,153	2,328		
Number of accessions processed.	1,369	1,517	1,638	2,004		
Unprocessed accessioning backlog (in accessions).	367	395	415	324		
Median time (in calendar days) from the transfer of archival electronic records to NARA until they are available for access.	413	259	467	2,127*		

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

Milestones

- FY 2005**
 - New technologies to support copying and verifying the electronic records in the six transfer formats purchased.
- FY 2006**
 - New technologies to support copying and verifying the electronic records in the six transfer formats implemented.
- FY 2007**
 - Data cleanup and data migration planning from legacy systems migrating to the initial ERA system completed.
- FY 2008**
 - Legacy data migration testing and data cleanup completed.
 - Data migration of electronic records on legacy media for transfer to ERA initiated.

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

Definitions Gigabyte: (1) a gigabyte is a measure of computer data storage capacity. A gigabyte is 2 to the 30th power, or 1,073,741,824 bytes in decimal notation. Terabyte: A terabyte is a measure of computer data storage capacity. It is 2 to the 40th power, or approximately a thousand gigabytes. Logical data record: a set of data processed as a unit by a computer system or application independently of its physical environment. Examples: a word processing document; a spreadsheet; an e-mail message; each row in each table of a relational database or each row in an independent logical file database.

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

- FY 09 Estimated Performance**
 - Establish baseline of archival electronic records preserved and managed in a persistent format.
- FY 10 Projected Performance**
 - Build the preservation framework in ERA that will preserve and manage holdings in a persistent format.

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

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

Means and Strategies In the long term, ERA will allow the National Archives to preserve and maintain at the planned level of service any electronic records series. The ERA system will enable NARA and the Presidential Libraries to preserve permanent holdings and will enable the Records Center Program to provide storage and access services to other agencies who use the program for managing their temporary records. To help achieve this goal, NARA will use a planning mechanism, implemented as an operational feature of ERA, called the Lifecycle Management Plan (LMP). The LMP will serve as NARA's roadmap for managing its permanent holdings. It will allow us to prescribe specific strategies for preservation, access review, and reference activities related to the records that make up those accessions, and to document the decisions behind those strategies. LMPs will allow us to more rigorously

manage and plan for the preservation of Federal records.

The selection of these specific strategies as implemented in the LMP will result in the categorization of accessioned records into three broad “levels of service.” The highest level of service will comprise electronic records in formats that are expected to remain readily accessible for long periods of time. Such formats are called “persistent formats.” Some electronic records are transferred to NARA in persistent formats. For all others, a version would have to be created in a persistent format. The lowest level covers electronic records that are not in persistent formats, but are readily accessible in their original formats using current technology. Such records will be maintained in their current formats. The intermediate level of service provides for access to electronic records that are no longer accessible in their original formats but cannot be converted to a persistent format, often because no persistent format exists. Such records will be made accessible by creating versions in current, readily accessible formats, even though these formats are expected to become obsolete. The choice of these levels will be based on the technological characteristics of the records, the needs of the records’ originators, laws and regulations requiring differing levels of control, expected customer demands or interests, and NARA’s business strategies and priorities. Specific preservation, reference, and access review strategies needed to implement these levels of service will vary for each of the differing types of electronic records and within each type, from one series of records to the next, depending on individual circumstances.

To prepare for these capabilities, we established criteria for levels of service for select electronic records and we developed lifecycle management plans for select electronic records, using the levels of service criteria. These lifecycle management plans will indicate the activities to be undertaken in preserving specific documentary material or sets of material and how NARA will provide access to them. In FY 2008, we tested a process to migrate electronic records on archived tapes to a network attached storage (NAS) device. We successfully copied more than two thousand files from archived tapes from one of NARA’s legacy systems to a NAS device that resulted in the availability of 95 closed accessions for migration to ERA. We will apply our planned level of service methodology to manage these records once we electronically package and transfer the accessions via secure network connections to the ERA data center.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target of percent of NARA’s electronic holdings stabilized.</i>	—	—	80	80	85	85
Percent of NARA’s electronic holdings that are stabilized.	89	89	89	90		
Number of accessions received.	1,830	2,010	2,153	2,328		
Number of accessions stabilized.	1,628	1,788	1,915	2,097		
Number of archival holdings accessioned (in millions of logical data records).	4,041	4,611	4,737	5,522		

Milestones

- FY 2005**
 - Criteria for levels of service for archival electronic records established.
- FY 2006**
 - Lifecycle management plans for select electronic records developed using criteria established for levels of service piloted.
- FY 2007**
 - Lifecycle management plan pilot for select electronic records using criteria established for

levels of service developed.

- FY 2008**
- Draft methodology for capability to measure preservation of electronic records in a persistent format developed.
- FY 2009 Estimated**
- Baseline of archival electronic records preserved and managed in a persistent format established.

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 09 Estimated Performance**
- Achieve initial operating capability of the ERA system for Presidential records.
 - Extend ERA to additional agencies beyond the pilot agencies.
 - Initiate design and development of ERA capabilities for public access and long-term preservation.
- FY 10 Projected Performance**
- Implement long term preservation functions.
 - Deploy public access functions for ERA system.
 - Increase system capacity to support bringing on additional agencies.

Outcome Electronic records of archival value are economically preserved.

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

Means and Strategies Through the Electronic Records Archives (ERA), we are creating a digital National Archives that will make permanently valuable Government records available to anyone, at any time, and in any place, for as long as needed.

The ERA system addresses a fundamental requirement of electronic government: to be able to keep and transmit reliable and authentic electronic records independently of time, place, the vagaries of the market place, the state of the art of information technology, or the peculiarities of proprietary formats or stove piped applications. NARA is developing a comprehensive, systematic, and dynamic means for preserving electronic records, free from dependence on any specific hardware or software. More importantly, ERA

will help citizens find records they want and make it easy for NARA to deliver those records in formats suited to citizens' needs.

ERA will include nearly all of NARA's processes for lifecycle management of records; therefore, it will be the catalyst for conversion to the target architecture from the legacy applications NARA currently uses to support these processes. This conversion will include process improvement as well as reengineering the architecture of these applications.

We also will continue collaborative research into issues related to the lifecycle management of electronic records that are beyond state-of-the-art information technology or state-of-the-science computer, information, or archival sciences. Research and exploratory development activities are well aligned with the work of the Interagency Working Group on Information Technology's Research and Development program and the President's Management Council's vision of Government-wide electronic records management in support of e-Government. Specific direction to agencies encourages research to enable preservation and utility of electronic information archives and creation of digital archives of core knowledge for research and learning, as well as being able to produce, collect, store, communicate, and share high amounts of electronic information. We will continue to rely to a large extent on established R&D management capabilities in partner agencies.

NARA has laid out an incremental acquisition strategy for ERA that will enable us to ensure that significant milestones are achieved before commitments are made for subsequent work. In FY 2008, the first increment of ERA supports the automation of the initial phases of lifecycle management; development and approval of records schedules, transfer plans, and requests for transfer for federal records of all types. The initial system supports the transfer of electronic records to the National Archives both electronically and on digital media, and automates the verification of basic characteristics of transferred electronic records. This system also stores and enables output of electronic records in the formats received.

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. As initial external users, four Federal agencies (Bureau of Labor Statistics, National Nuclear Security Administration, Naval Oceanographic Office, and the Patent and Trademark Office) can also transfer new accessions of electronic records to ERA. Until use is expanded to other agencies, NARA staff act as proxies for them in entering new records schedules, transfer plans and transfer requests for all types of records, and for transfer of electronic records.

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

During FY 2009, NARA will begin development of capability and capacity for online public access to electronic records in ERA and will lay the foundation for long-term digital preservation. NARA will continue operations at its primary ERA data center and the system for classified Presidential electronic records elsewhere.

In FY 2010, ERA will implement the long-term preservation functions developed in FY 2009, increase system capability, bring more agencies online and deploy public access functions. Also in FY 2010,

NARA anticipates developing additional capabilities for managing restricted information in the electronic records within ERA (e.g. privacy, national security, Freedom of Information Act exemptions). In addition, NARA will make incremental improvements in existing capabilities. We will also transition from offline to online backup and restore services.

Key external factors In FY 2007, the ERA developer encountered problems with software development, which led to delays in the system deployment schedule. A corrective action plan was put into place, which has been successful to date in minimizing the impact of these delays on the program and mitigating against additional delays as the program progresses.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for megabyte cost to manage archival electronic records.</i>	—	—	—	—	<i>Establish baseline</i>	
Per megabyte cost to manage archival electronic records.	\$0.70	\$0.43	\$0.37	\$0.39		
Number of megabytes of archival electronic records stabilized (in millions).	9.5	16.8	17.8	18.1		

Milestones

FY 2005

- System requirements with competing vendors reviewed.
- System Design Review with competing vendors conducted.
- System Analysis and Design completed.
- ERA domain model completed.
- Development contractor for the ERA system selected.

FY 2006

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

FY 2007

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

FY 2008

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

FY 2009 Estimated

- Initial operating capability of the systems for Presidential electronic records achieved.
- Capabilities for public access and long-term preservation designed and development begun.
- Extension of ERA to additional agencies beyond the pilot agencies accomplished.

FY 2010 Projected

- Public access capabilities deployed.
- Preservation functions implemented.
- System capacity increased to accommodate extension of system to additional agencies.
- Capabilities for management of restricted information developed.

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

Definitions Preserved: (1) the physical file containing one or more logical data records has been identified and its location, format, and internal structure(s) specified; (2) logical data records within the file are physically readable and retrievable; (3) the media, the physical files written on them, and the logical data records they contain are managed to ensure continuing accessibility; and (4) an audit trail is maintained to document record integrity; Logical data record: a set of data processed as a unit by a computer system or application independently of its physical environment. Examples: a word processing document; a

spreadsheet; an e-mail message; each row in each table of a relational database or each row in an independent logical file database. Megabyte: a megabyte is a measure of computer data storage capacity. A megabyte is 2 to the 20th power, or 1,048,576 bytes in decimal notation.

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

- Long Range Performance Targets**
- 4.1 By 2016, NARA customer service standards for researchers are met or exceeded.
 - 4.2 By 2012, 1 percent of archival holdings are available online.
 - 4.3 By 2016, 95 percent of archival holdings are described at the series level in an online catalog.
 - 4.4 By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites.

FY 2009 Resources Available to Meet This Goal: \$50,107,000; 271 FTE
FY 2010 Resources Requested to Meet This Goal: \$52,457,000; 281 FTE

FY 2010 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
4.1 By 2016, NARA customer service standards for researchers are met or exceeded.	✓		✓					
4.2 By 2012, 1 percent of archival holdings are available online.	✓		✓					
4.3 By 2016, 95 percent of archival holdings are described at the series level in an online catalog.	✓							
4.4 By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites.	✓							

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

- FY 09 Estimated Performance**
- Meet or exceed NARA’s published standards for access to records and services and customer satisfaction levels:
 - 92 percent of written archival requests are answered within 10 working days;
 - 93 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
 - 87 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
 - 90 percent of online archival fixed-fee reproduction orders

are completed in 20 working days or less

FY 10 Projected Performance

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

- Operate Office of Government Information Services to strengthen FOIA and ensure an open and accessible government.

Outcome Our customers are satisfied with NARA's service.

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

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

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.

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

The Open Government Act of 2007 amended the Freedom of Information Act (5 U.S.C. 552) to create an Office of Government Information Services (OGIS) within NARA. This act expands NARA's

responsibilities from administering and responding to FOIA requests directed to NARA to an office also responsible for improving the administration of FOIA in the Federal government. Our responsibilities include reviewing the policies and procedures of administrative agencies under FOIA to strengthen FOIA and ensure transparency of Government information to the public, and offering mediation services to resolve disputes between FOIA requesters and agencies as a non-exclusive alternative to litigation. In FY 2010 we will implement the OGIS, work with the agencies under FOIA, and seek input from private sector stakeholders to assist in the implementation of this office.

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

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for written requests answered within 10 working days.</i>	95	95	90	91	92	93
Percent of written requests answered within 10 working days.	96	95	93	94		
<i>Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.</i>	90	90	85	86	87	87
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	82	87	88	88		
Number of FOIAs processed.	8,794	8,758	12,027	13,472		
Annual cost to process FOIAs (in millions).	\$1.74	\$2.62	\$2.72	\$2.34		
Annual per FOIA cost.	\$196	\$295	\$220	\$173		
<i>Performance target for items requested in our research rooms furnished within 1 hour of request or scheduled pull time.</i>	95	95	95	90	93	94
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	98	96	86	93		
Number of researcher visits to our research rooms (in thousands).	171	134	138	140		
Number of items furnished in our research rooms (in thousands).	537	421	520	576		
Number of items furnished on time in our research rooms (in thousands).	527	405	449	537		
<i>Performance target for archival fixed-fee reproduction orders through OFAS are completed in 20 (35 pre-2007) working days or less.</i>	80	85	85	85	90	90
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)	84.4	85.9	72.0	68		
Average per order cost to operate fixed-fee ordering.	\$27.31	\$28.74	\$26.67	\$30.59		
Average order completion time (days)	12	14	17	22		
<i>Performance target for percent of researcher satisfaction with NARA experience.</i>	—	—	—	—	—	<i>Establish baseline</i>
Percent of researcher satisfaction with NARA experience.	—	—	—	—	—	

Milestones

FY 2006

- NARA’s published standards for access to records and services exceeded.

- Freedmen’s Bureau records project to microfilm records of 15 states and the District of Columbia completed.
- FY 2007**
- NARA’s published standards for access to records and services exceeded.
- FY 2008**
- NARA’s published standards for access to records and services exceeded.
- FY 2009 Estimated**
- NARA’s published standards for access to records and services and customer satisfaction levels exceeded.
- FY 2010 Projected**
- Survey of researcher satisfaction with their NARA experience conducted.
 - Office of Government Information Services operational.

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

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

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

- FY 09 Estimated Performance**
- Meet 20 percent of the 2012 target for archival holdings accessible online.
 - Increase the volume of use of Access to Archival Databases (AAD) by 10 percent.
 - Increase the number of visits to the Archival Research Catalog (ARC) by 10 percent.
- FY 10 Projected Performance**
- Meet 30 percent of the 2012 target for archival holdings accessible online.
 - Increase the number of visits to the Archival Research Catalog (ARC) by 15 percent.

Outcome Archival materials are available online for public use.

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

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

- Gathering existing digital copies of traditional archival material and make them available online;

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

First, we plan to identify and publish online material that has already been digitized by NARA, but for one reason or another is not available online. For example, NARA has digitized a large number of high interest documents for exhibits; these materials could be described and placed online. A NARA-wide project to locate, inventory these digitized copies, and assess the level of effort required was initiated in FY 2007, and we are making some of these copies available online as they are described in our online catalog.

Second, we continue to explore a variety of new partnership opportunities that would digitize many of our holdings, thereby greatly increasing public access to these records. These partnerships will help us find cost-effective and efficient ways to bring high-interest and representative documents to our users over the Internet. NARA will seek to partner with organizations from a variety of sectors (private, public, non-profit, educational, government) to digitize and make available traditional holdings. Through a partnership with EMC, the John F. Kennedy Presidential Library and Museum are undertaking a digitization project that will result in their entire archival collection being digitized and available online. NARA currently is in discussion with a variety of potential partners, and developed principles to ensure that such partnerships maintain the public trust.

Third, we continue to explore innovative ways to increase our own capacity to digitize selections of our holdings. We will look for sources of funding and support for specific high-interest projects. We will strive to provide timely Internet access to high-interest documents, such as 9/11 Commission records and materials relating to recent nominees to the Supreme Court and other positions. And, as discussed earlier (see target 2.7), we will be converting from analog equipment to digital equipment in our reformatting activities. This conversion to digital media will provide us the opportunity to make these records available to a much broader audience over the Internet.

Fourth, we maintain our Access to Archival Databases (AAD) system which makes select “born digital” database records available online. To meet an immediate need to provide online access to high-volume and high-demand electronic records from the Department of State and other agencies, NARA launched the AAD system in 2003. We are continuing to increase the number of records available to the public through this tool, though the series appropriate for this type of access will always be limited. This function will eventually be provided by ERA.

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

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Percent of traditional records available online.	—	—	—	0.4		
<i>Performance target for percent increase in number of archival electronic holdings accessible online.</i>	20	10	10	—	—	
Percent increase in number of archival electronic holdings accessible online.	20	13	-24	8		
Percent of accessioned electronic records available online.	2.1	2.1	1.6	1.4		
<i>Performance target for percent increase in ARC</i>	—	—	—	10	10	

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>visits.</i>						
Percent increase in ARC visits.	81	(11)	14	131		
Number of ARC visits (in thousands of visits).	286	254	290	671		

Milestones

FY 2005

- Snapshots of Federal Government web sites taken.
- Results of online survey to improve customer usability of Access to Archival Databases system identified.
- Digital photographs from FEMA added to AAD.
- AAD's customer satisfaction improved to a score of 55 on customer survey tool.

FY 2006

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

FY 2007

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

FY 2008

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

FY 2009

- ARC upload tool for uploading descriptions with digital objects enhanced.

FY 2010

- New description tool to provide access to millions of item descriptions with links to digital partners under development.

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

Definitions Logical data record: a set of data processed as a unit by a computer system or application independently of its physical environment. Examples: a word processing document; a spreadsheet; an e-mail message; each row in each table of a relational database or each row in an independent logical file database. 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.

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

FY 09 Estimated Performance

- Describe 65 percent of NARA traditional holdings in the Archival Research Catalog.
- Describe 65 percent of NARA artifact holdings in the Archival Research Catalog.

- Describe 65 percent of NARA electronic holdings in the Archival Research Catalog.

FY 10 Projected Performance

- Describe 70 percent of NARA traditional holdings in the Archival Research Catalog.
- Describe 70 percent of NARA artifact holdings in the Archival Research Catalog.
- Describe 70 percent of NARA electronic holdings in the Archival Research Catalog.

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

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

Means and Strategies When fully populated, ARC will be a comprehensive, self-service, online "card catalog" of descriptions of our nationwide holdings. Previously, to locate records you wanted to see or copy, you 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. ARC will ensure that anyone, anywhere with an Internet connection can browse descriptions of all of our holdings, including electronic records, in our Washington, DC, area archives, regional archives, and Presidential libraries. ARC also contains links to more than 133,000 digital images of some of our most popular and interesting holdings. The available online historical documents include many of the holdings highlighted in NARA's permanent Public Vaults exhibit.

In developing ARC, we built two systems—a read-only web version of the system for use by staff and the public, and a data entry system in which archivists enter and edit records descriptions. Fully launched in 2004, we have worked steadily since that time to get more descriptions of our holdings in ARC. We began our description effort with describing large series, however, as we move forward, we progressively move to smaller series thereby impacting the number of series being described. Today, ARC contains more than one million descriptions. But with 65 years worth of existing descriptive information to place into ARC, we have a multi-year challenge ahead.

We are undertaking a major effort to put the data from existing finding aids into ARC. This project includes folder and item lists, and a wide variety of indexes. This effort has already yielded hundreds of thousands of additional detailed descriptions in ARC, and has enhanced ARC as a valuable tool for researchers. The redesign of the public face of ARC has provided an improved easier-to-navigate user interface based on customer feedback.

Verification and Validation

Performance Data	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for traditional holdings in an online catalog.</i>	40	50	55	60	65	70
Percent of traditional holdings in an online catalog.	43	51	56	64		
Number of traditional holdings described in an online catalog (thousands of cubic feet).	1,366	1,671	1,886	2,392		
Number of traditional holdings in NARA (thousands of cubic feet).	3,167	3,299	3,349	3,731		
<i>Performance target for artifact holdings in an online catalog.</i>	40	50	55	60	65	70
Percent of artifact holdings in an online catalog.	43	57	57	61		
Number of artifact holdings described in an online catalog (thousands of items).	233	309	309	353		
Number of artifact holdings in NARA (thousands of items).	544	544	544	582		
<i>Performance target for electronic holdings in an online catalog.</i>	10	20	55	60	65	70
Percent of electronic holdings in an online catalog.	63	98	99	98		
Number of electronic holdings described in an online catalog (millions of logical data records).	2,539	4,517	4,692	5,399		
Number of electronic holdings in NARA (millions of logical data records).	4,037	4,612	4,737	5,522		
Number of series described in ARC (cumulative).	—	—	49,691	74,544		
Number of ARC visits (in thousands of visits*).	286	254	290	570		

Milestones

FY 2005

- ARC rollout to all archival units nationwide 100 percent complete.

FY 2006

- Tools to convert existing finding aids into ARC launched.

FY 2007

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

FY 2008

- Redesigned ARC web system launched.

FY 2010

- Work required to subsume ARC web into ERA conducted.

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

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

Use: A query through the AAD or ARC search engine, or a retrieval of the start page, excluding retrievals by “bots.”

Traditional holdings: books, papers, maps, photographs, motion pictures, sound and video recordings and other documentary material that is not stored on electronic media. Artifact holdings: objects whose archival value lies in the things themselves rather than in any information recorded upon them. Electronic holdings: records on electronic storage media.

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

FY 09 Estimated Performance

- Improve NARA’s score against the benchmark for excellence by 1 percent.
- Develop a comprehensive and strategic concept of operations for web-based access to our online assets.

FY 10 Projected Performance

- Improve NARA's score against the benchmark for excellence by 3 percent.
- Establish priorities on recommendations in concept of operations web-based access to our online assets.

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

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

Means and Strategies The National Archives reaches millions of people each year through its web presence, consisting of *archives.gov*, Presidential Library web sites, and web sites supporting unique initiatives, such as *OurDocuments.gov*.

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

In accordance with the President's Management Agenda, which aims to expand electronic government NARA has aggressively looked for opportunities to make more of our services, for both Federal agencies and the public, available electronically. To meet this challenge and the requirements of the Government Paperwork Elimination Act (GPEA), however, we must be able to support a wide variety of complex electronic transactions.

Our web sites assist the public in navigating our services from their homes and offices; visiting virtually the National Archives, Presidential Libraries, Regional Archives, and the Charters of Freedom (the Declaration of Independence, Constitution, and Bill of Rights); and using resources available in our facilities nationwide. The sites also provide information about the varied and numerous public programs offered at all of NARA's locations, including those in the Regional Archives and the Presidential Libraries, as well as components of the National Archives Experience in Washington, DC, such as the William G. McGowan Theater and the Public Vaults permanent exhibit.

In FY 2008, we evaluated the need for a redesign of the *archives.gov* home page. With the last redesign of this site performed in 2005, we plan to improve our customer's experience on the site with a redesign scheduled for FY 2009. We will analyze data collected from our online web survey, web analytics reports, and feedback from staff about their customers as we begin to redesign the *archives.gov* home

page. We completed an inventory of all NARA's current online capabilities to help us identify gaps and overlaps and are working to develop a strategic concept of operations for web-based access to NARA's digitized and electronic records by the public.

Planned projects for FY 2009 include the design of a 75th Anniversary celebration web site to coincide with NARA's celebration beginning in January 2009. The Anniversary celebration website will showcase NARA's history and announce anniversary programs and events at NARA facilities around the country throughout the year.

Also, in FY 2009, we strive to increase visibility and transparency regarding our programs and services. We plan to develop a web governance strategy to identify Web 2.0 technologies and social media tools that enhance NARA's interactive, collaborative, and participative relationships with Federal agencies, partners and the public. NARA will also build a web site for the Bush 43 project, which will include an interface to the two versions of the *whitehouse.gov* web sites during that Administration.

We continue to collect public feedback about our sites through our American Customer Satisfaction Index (ACSI) online surveys of our web sites and major application interfaces, such as our Archival Research Catalog (ARC) and Access to Archival Databases (AAD) systems. In FY 2009 we will use a recently implemented ACSI survey to collect feedback from federal records managers and others with records management responsibilities about the guidance and training material available to help them perform their records management responsibilities. The results of these surveys continue to help guide enhancements to our public web site, *archives.gov*, making it more helpful to our customers. The Presidential Libraries consistently outperform the overall ACSI e-Government satisfaction score and other benchmarks. We plan to continue to respond to customer expectations by following this successful model and building upon the success of the collective Presidential Library web sites.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Online visits to NARA's web sites (in thousands).	21,859	31,897	34,871	37,806		
Cost to provide NARA services online per visitor.	\$0.17	\$0.10	\$0.05	\$0.03		
<i>Performance target in percent improvement in web sites score at or above the benchmark for excellence as defined for Federal government web sites.</i>	—	—	—	<i>Establish baseline</i>	<i>1</i>	<i>3</i>
Web sites score at or above the benchmark for excellence as defined for Federal government web sites.	69	69	67	66		
Percent of NARA services available online.	52	52	52	52		
Number of NARA services online.	62	62	62	62		

Milestones

FY 2005

- Online searching to find microfilm available for purchase, viewing, or renting implemented.
- Online ordering of microform products implemented.
- Siebel Order Fulfillment Application (SOFA), replacing the OFAS Workflow System, implemented.
- Capability to submit grant applications online implemented.

FY 2006

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

- FY 2007**
 - Online store for museum merchandise operational.
 - Methodology for assessing NARA’s score against the benchmark for excellence as defined for Federal government web sites developed.
- FY 2008**
 - NARA’s baseline score against the benchmark for excellence as defined for Federal government web sites established.
 - Inventory of all web-based access capabilities currently provided to our online customers to identify gaps and overlaps completed.
- FY 2009 Estimated**
 - Redesign of *archives.gov* home page completed.
 - Three projects on three different social media web sites (e.g. You Tube, Flickr, Twitter, Facebook, etc.) piloted
 - Comprehensive and strategic concept of operations for web-based access to our online assets developed.
 - Web governance team established.
- FY 2010 Projected**
 - Additional projects on selected social media web sites implemented.
 - Recommendations in concept of operations on web-based access to our online assets prioritized.

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

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

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

- Long Range Performance Targets**
- 5.1 By 2016, our museums score in the top 10 percent of all history museums nationally according to industry measures.
 - 5.2 By 2016, 95 percent of exhibit, public outreach, and education visitors are highly satisfied with their visit experience.

FY 2009 Resources Available to Meet This Goal: \$25,006,000; 187 FTE
FY 2010 Resources Requested to Meet This Goal: \$25,983,000; 187 FTE

FY 2010 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
5.1 By 2016, our museums score in the top 10 percent of all history museums nationally according to industry measures.	✓					✓		
5.2 By 2016, 95 percent of exhibit, public outreach, and education visitors are highly satisfied with their visit experience.	✓					✓		

Long Range Performance Target 5.1 By 2016, our museums score in the top 10 percent of all history museums nationally according to industry measures.

- FY 09 Estimated Performance**
- Analyze data from the AASLH study.
 - Issue report on NARA’s 12 Presidential Library museum programs.
- FY 10 Projected Performance**
- Following peer review, identify appropriate industry measures for Presidential Libraries and set targets for meeting those standards by FY 2016.
 - Establish priorities on recommended improvements identified through AASLH study results.
 - Conduct and evaluate a longitudinal study of the Public Vaults and visitor experience to compare to 2005 data.

Outcome Our museums are effective at increasing access to our holdings in ways that further civic literacy.

Significance In the promotion of civic literacy, the National Archives has always played a unique and important role. As the keeper of the records of the Government, we have literally safeguarded the documentary record of American history. This record belongs to the American people. From the Charters of Freedom, to the census records that enumerate our country’s population, to the records of Congress and Presidential Administrations, our holdings are so vast and diverse that the value and amount

of information available is not always readily apparent to the public. Therefore, we continually educate the public about the treasure trove of information and services we offer to enable access to our holdings. Museum programs are an inspiring way for people to understand their own personal connection to the records in the National Archives. Our efforts are intended to help families see how their own stories fit into our national mosaic, and to thrill young people with the real-life drama of the American experience.

Means and Strategies The National Archives Experience, which was launched with the opening of the Public Vaults, the McGowan Theater, and O'Brien Traveling Exhibits Gallery in FY 2005, continues to grow in scope and impact. The Public Vaults has helped us make a connection between the average visitor and federal records, illustrating how such records illuminate our understanding of the events that shaped our nation, our communities and our families. We expanded offerings in the McGowan Theater, including conferences, symposia, film series, and notable free public programs with speakers who have participated in and/or analyzed the events documented in our records. The O'Brien Gallery has featured topical exhibits intended to engage visitors in the stories that define our common heritage, from eyewitness reports of the great events of our times to the school boy experiences of the youngsters who grew up to be President. The new online Digital Vaults exhibit has captured the spirit of our Public Vaults and made inquiry-based learning about NARA records available to millions of people around the globe. The exhibit was selected as one of the 50 websites of the year by Time.com in 2008 and will continue to expand in FY 2009. Added in FY 2007, our new Boeing Learning Center provides resources to teachers and parents, allowing them to more effectively use our records to achieve national standards for history and civics. More than one million visitors a year now visit the National Archives Experience, with another 1.8 million visitors to NARA's 12 Presidential libraries, providing the National Archives with an exceptional opportunity to promote lifelong civic learning among people of different ages and backgrounds who come from all parts of the country.

Presidential Libraries and Museums play a vital role in promoting an understanding not only of the Presidency, but also American history and democracy. From Hoover through Clinton, the museums offer thought-provoking and entertaining permanent exhibits that combine documents and artifacts, photographs and film to immerse visitors in the sights and sounds of the past. Each year, Presidential Libraries also create temporary exhibits that enhance the public's civic literacy by expanding visitors' understanding of their government, their local communities, and modern American history. Exhibits examine themes central to civic literacy in America: leadership, citizenship, and our democratic tradition.

Conferences, symposia, and public forums sponsored by the Libraries are another means of educating and informing the public about our shared democratic values. Last year, more than 200,000 people attended public programs at Presidential Libraries. In FY 2008, the Roosevelt Library hosted our second Presidential Libraries conference, this one examining the Supreme Court and the Presidency.

Beyond exhibits and formal programs, education programs are an integral part of Library activities. President Reagan described Presidential Libraries as "classrooms of democracy." This description could not be more accurate. Libraries provide a broad range of educational opportunities for students of all ages. Each Library offers programs designed to introduce students to American history and the Presidency and to inform teachers about the use of primary source documents in teaching history.

We want to gain insight of the degree to which our exhibits have had a meaningful impact on visitors. To increase our understanding, in FY 2008, we obtained OMB approval to use a measurement instrument program offered by the American Association of State and Local History Museums (AASLH). This allowed us to survey customers for feedback on our museum in Washington, DC, but it also provided us

with a benchmark comparison with other similar museums. Our Presidential libraries are conducting a review of their museum programs and measuring these programs against industry standards.

Key external factors Our success depends on the availability and usability of instruments for measuring the effectiveness of museums. It also depends in part on the support we receive from the Foundation for the National Archives and the private foundations that support the Presidential Libraries because they provide the additional resources needed to accomplish this goal.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for NARA museums scoring against the industry benchmark.</i>	—	—	—	<i>Establish baseline</i>	<i>TBD</i>	<i>TBD</i>
NARA museums score against the industry benchmark.	—	—	—	<i>TBD</i>		
Number of visitors to NARA museums and exhibits (in millions)	3.0	3.0	3.2	3.2		

Milestones

- FY 2005**
 - William J. Clinton presidential Library and Museum opens to the public.
- FY 2007**
 - Industry measurement tools for an appropriate benchmark for NARA museums surveyed.
 - The Learning Center operational, part of NARA’s National Archives Experience, is operational.
 - Richard Nixon Presidential Library and Museum opens to the public.
- FY 2008**
 - Draft profile of NARA’s 12 Presidential Libraries developed.
 - Comparative data for the National Archives Experience in Washington using the AASLH survey instrument collected.
- FY 2009 Estimated**
 - Report on NARA’s Presidential Library museum programs issued.
 - Data from the AASLH study analyzed.
- FY 2010 Projected**
 - Longitudinal study of visitor response to Public Vaults and National Archives Experience implemented and evaluated.
 - Feedback from stakeholders and customers analyzed; industry measures for Presidential Libraries identified.
 - Measures for meeting industry standards by 2016 established.

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

Long Range Performance Target 5.2 By 2016, 95 percent of our education, public outreach, and exhibit visitors are highly satisfied with their visit experience.

- FY 09 Estimated Performance**
 - 95 percent of NARA education, public outreach, and exhibit visitors are highly satisfied with their visit experience.
 - Implement Presidential library education program survey.

FY 10 Projected Performance

- 95 percent of NARA education, public outreach, and exhibit visitors are highly satisfied with their visit experience.
- Identify and prioritize ways and means to increase museum visitor satisfaction in Presidential libraries.
- Identify and prioritize recommendations derived from Presidential library education program survey.

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

Significance Studies indicate that visitor satisfaction correlates with learning. That is, people who report having a satisfying experience also turn out to have learned more of the content of the program.

Means and Strategies We deliver a wide variety of experiences for visitors throughout the National Archives system. These experiences are delivered through physical visits, online and offline publications, video conferences, webcasts, and others. As technology expands to include new delivery mechanisms, we will look for new opportunities for delivering our programs.

Key external factors To better understand our customers’ interests, we will need to expand our customer survey program.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.</i>	95	95	95	95	95	95
Percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.	99	99	98	99.6		
Number of rated education programs, workshops, and training courses.	547	605	606	632		
Number of attendees at rated education programs, workshops, and training courses.	9,248	10,394	10,299	11,246		

Milestones

- FY 2007**
 - Methodology for collecting statistics on customer satisfaction from a variety of sources developed.
- FY 2008**
 - Internal study of Presidential library museum satisfaction launched.
 - Education program survey for Presidential Libraries drafted.
- FY 2009 Estimated**
 - Approval from OMB for Presidential Library education program survey sought.
- FY 2010 Projected**
 - Approach to increase Presidential Library museum visitor satisfaction identified and prioritized.

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

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

- Long Range Performance Targets**
- 6.1 By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.
 - 6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).
 - 6.3 By 2016, public network applications are available 99 percent of the time.

FY 2009 Resources Available to Meet This Goal: \$35,870,000; 182 FTE
FY 2010 Resources Requested to Meet This Goal: \$39,117,000; 185 FTE

FY 2010 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
6.1 By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.	✓	✓	✓		✓			
6.2 By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).	✓	✓	✓		✓			
6.3 By 2016, 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 09 Estimated Performance**
- Maintain 95 percent of staff development plans linked to strategic outcomes.
 - Maintain 95 percent of employee performance plans linked to strategic outcomes.
 - Develop NARA’s Strategic Human Capital Plan.
- FY 10 Projected Performance**
- Maintain 95 percent of staff development plans linked to strategic outcomes.
 - Maintain 95 percent of employee performance plans linked to strategic outcomes.
 - Identify core competencies for NARA’s mission critical occupations.

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

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

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

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

Our initial focus will be on developing core competencies for our mission critical occupations – Archivists in the GS-1420 series and Archives Specialists and Technicians in the GS-1421 series. We will then look to expand our competency development work to other critical and important occupations. In FY 2008, we successfully piloted our competency development approach across several positions in NARA's Modern Records Program and in the Information Security Oversight Office (ISOO). The results and lessons learned from this pilot project will be applied to future competency development efforts across other mission critical occupations in the years to come.

We have also made significant progress toward creating an agency-wide leadership competency model. During FY 2008, NARA's Office of Records Services, Washington DC validated a leadership competency model that is now being used as the foundation for several management development activities across the office, including a formal competitive management development program for high-potential "emerging" managers. We will look to expand this leadership competency model to all NARA leadership positions during FY 2009.

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

All Federal agencies are required to develop a human capital plan per 5 CFR 250 and the Chief Human

Capital Officers (CHCO) Act of 2002. But beyond fulfilling regulatory requirements, this plan will serve as the basis to further engage all NARA offices in the management of their most important resources, their employees. By establishing a viable human capital planning process, we will increase our understanding and awareness of the factors that impact our agency workforce. In particular, the SHCP will establish a systematic, data-driven, agency-wide approach to human capital management, aligned with the Agency's mission and vision. The purpose of the plan is to address the strategic management of the agency's human capital over the next five years.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of permanent staff having staff development plans that link to strategic outcomes.</i>	95	95	95	95	95	95
Percent of permanent staff having staff development plans that link to strategic outcomes.	78	76	96	89		
Number of permanent staff having staff development plans that link to strategic outcomes.	2,073	2,044	2,379	2,229		
Number of permanent staff.	2,671	2,629	2,485	2,570		
Average time (in calendar days) to fill a leadership position	82	42	39	55		
<i>Performance target for percent of staff having performance plans that link to strategic outcomes</i>	95	95	95	95	95	95
Percent of staff having performance plans that link to strategic outcomes.	94	95	97	98		
Number of staff having performance plans that link to strategic outcomes.	2,843	2,882	2,157	2,333		

Milestones

FY 2005

- Management intern program expanded to 2 more records centers.
- Pilot course on interview skills and techniques completed.
- System for tracking and monitoring the timeliness of recruitment actions revised.
- Supervisors' performance plans revised to establish accountability for timely recruiting and selection.

FY 2006

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

FY 2007

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

FY 2008

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

FY 2009 Estimated

- Competency development work expanded to cover at least two additional NARA units and/or occupations.
- Leadership competency model expanded to cover all NARA leadership positions.
- NARA's Strategic Human Capital Plan developed.

FY 2010 Projected

- Competencies for NARA’s mission critical occupations developed.

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.

Definitions Staff development plan: an individualized plan to enhance employees’ knowledge, skills, and abilities, and to improve performance in their current jobs or of duties outside their current jobs in response to organizational needs and human resource plans. Leadership position: a supervisory position at grade GS-13 or above and non-supervisory positions at grade 15 or above.

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

FY 09 Estimated Performance

- Increase the percentage of applicants pools with applicants in underrepresented groups for positions in grades 13 and above over the percentage in FY 2008.

FY 10 Projected Performance

- Increase the percentage of applicants pools with applicants in underrepresented groups for positions in grades 13 and above over the percentage in FY 2009.

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.

We hope to make steady gains in attracting underrepresented groups through a recruitment framework developed in FY 2007 to help guide the agency’s short- and long-term recruitment activities. The framework includes a special emphasis on recruiting from underrepresented groups. A key strategy in this framework is to maximize Federal hiring flexibilities available for entry-level positions (typically GS-5 through GS-11) to increase the availability of underrepresented candidates for higher level positions. To that end, NARA has established partnerships with the Hispanic Association of Colleges and Universities (HACU), the Washington Internships for Native Students (WINS) Program, and the Gates Millennium Scholars Foundation to place underrepresented students in internship positions throughout NARA; implemented the Federal Career Intern Program as a tool to attract highly qualified diverse applicants to entry-level positions throughout NARA; and continued to reach out to minority-serving organizations at all levels in order to raise awareness about career opportunities at NARA.

Key external factors Achievement of this target depends on qualified people in underrepresented groups applying for positions at NARA.

Verification and Validation

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<i>Performance target for percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.</i>	93	96	87	77	92	93
Percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.	95	87	76	91		
Number of applicants for positions at grades GS-13 and above.	1,725	693	194	259		
Number of applicant pools for positions at grades GS-13 and above.	153	88	37	54		
Number of pools for positions in grades GS-13 and above that had self-identified applicants in protected classes.	145	77	28	49		
<i>Percent of Civilian Labor Force rate used to determine if underrepresented groups met employment target.</i>	80	90	100	100	100	100
Underrepresented groups of employees meeting target (checkmark indicates target met or exceeded)						
—Women	✓	✓				
—Black	✓	✓	✓	✓		
—Latino-Hispanic						
—Asian American/Pacific Islander	✓					
—American Indian/Alaskan Native	✓					
—Targeted disability	✓	✓	✓	✓		

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

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

Long Range Performance Target 6.3 By 2016, public network applications are available 99 percent of the time.

FY 09 Estimated Performance

- Public network applications are available 98.84 percent of the time.
- Award the NARA IT support services contract.
- Determine strategy and develop Concept of Operations for integration and management of remote access for mobile users.
- Update network capacity across the enterprise by increasing bandwidth.

FY 10 Projected Performance

- Upgrade the telephone infrastructure.
- Public network applications are available 98.85 percent of the time.
- Fully implement service level agreements under the ITSS contract across the enterprise.
- Create an agency wide data dictionary that contains data modeling and physical implementation information for NARA's major mission-related systems.

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

Significance Dramatic increases in computer interconnectivity, especially in the use of the Internet, continue to revolutionize the way our Government, our nation, and much of the world communicate and conduct business. Our customers expect information and services to be available when they need them. However, this widespread interconnectivity poses significant risks to the Government's computer systems and the critical operations they support. The speed and accessibility, as well as the other enormous benefits of the computer age, if not properly controlled, allow individuals and organizations to interfere with critical operations for mischievous or malicious purposes. Reliable performance and security of our public network applications is essential to ensuring that customer expectations for access to our information and services can be met. In addition to supporting public network applications, successful implementation and deployment of many NARA initiatives, including ERA, is dependent upon a robust, reliable, stable, scalable, and high performance technology infrastructure.

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

The authenticity and reliability of our electronic records and information technology systems are only as good as our IT security infrastructure. We must ensure the security of our data and our systems or we risk undermining our agency's credibility and ability to carry out our mission and 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 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.

We have made significant progress in building and sustaining an ongoing, comprehensive IT security program that will ensure the integrity and safety of our data and systems. Today, IT security is an integral part of the architectural review process for all new project designs, NARA information systems are

undergoing risk assessments and security certification so that they can be formally accredited for operation on the NARA network , and we have implemented a continuing security awareness and training program for employees. We continue to enhance perimeter defenses, access control, remote access, incident response capability, and system security configurations, and update them to be consistent with revised National Institute of Standards and Technology (NIST) guidelines. We refined our information system risk assessments and certifications, established an IT Security Risk Management Plan, updated our agency-wide IT security directive, and included the Security Architecture component in the Enterprise Architecture. The program was also strengthened by augmenting staff, the creation of IT governance boards, which provide strong support for configuration management of IT systems that are in production and under development. Standardized configurations were adopted for a number of key operating systems, and network monitoring was enhanced through the deployment of an Intrusion Detection System. Classified IT systems were brought under centralized management control and NARA produced and tested a Disaster Recovery Plan. IT security will be a continuing priority in the foreseeable future as we rely more and more on our IT infrastructure to provide services to the public. It will also continue to receive close oversight by our Inspector General and their auditors.

In FY 2009, having completed Business Impact Analyses (BIA) for IT systems begun in FY 2008, we will examine all systems for re-evaluating the conclusions made in the BIAs. The resulting contingency plans will be updated to ensure all disaster recovery and COOP activities are in place to meet agency business continuity objectives.

In FY 2010, we will create a data dictionary to identify NARA’s data in major mission-related systems and to facilitate further development of data standards and data sharing.

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

<i>Performance Data</i>	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Percent of public network availability.	99.9	100	100	100		
<i>Performance target for percent availability of public applications.</i>	97	98.9	98.80	98.83	98.84	98.85
Percent of public applications availability.	98.9	98.9	99.3	99.5		
Number of total hours that any public network application was unavailable.	923	830	504	424		
Number of network users for public applications (in millions).	6.6	6.7*	6.5*	8.8		
Cost per visit to public applications.	\$0.24	\$0.27	\$0.34	\$0.40		
Percent of customer’s highly satisfied with NARA helpdesk services (average for year).	—	—	65	83		

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

Milestones

FY 2005

- Physical security of NARA’s computer infrastructure at 50 percent of NARA locations upgraded.
- Enterprise repository for NARA's Enterprise Architecture and associated IT documentation implemented.
- Development of an enterprise-wide disaster recovery plan and an enterprise-wide continuity of operations plan completed.
- Telecommunications upgrade completed.

FY 2006

- Physical security of NARA’s computer infrastructure at remaining NARA locations upgraded.
- Network operating system and agency e-mail system upgrade across NARA initiated.
- NARA’s Enterprise Architecture received overall score of “green” from OMB.

FY 2007

- Network operating system and agency e-mail system upgrade across NARA completed.

FY 2008

- Recompete of Information Technology Support Services contract initiated.
- Possible IT solutions for work-at-home to support Federal telework initiatives tested.

FY 2009 Estimated

- Information Technology Support Services contract awarded.
- Strategy and Concept of Operations for integration and management of remote access for mobile users developed.
- Network capacity across the enterprise updated.
- Telephone infrastructure upgraded.

FY 2010 Projected

- Service level agreements under the ITSS contract across the enterprise implemented.
- Agency wide data dictionary with standardized data for major mission-related systems 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 36 NARA facilities that are connected to a wide area network at Archives II, using frame relay telecommunications, and then 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.