Preserving the Past to Protect the Future

2009 Performance and Accountability Report
A Message from the Archivist of the United States

The National Archives and Records Administration (NARA) marked its 75th anniversary this past year. It was June 19, 1934, when President Franklin D. Roosevelt signed the long-awaited legislation creating the Archives. We’ve come a long way since then—we now hold billions of records both in traditional and electronic formats, have 44 locations across the country, and many of our resources are increasingly available online.

We are very proud of our history as our nation’s record keeper, and the work we have done for the past 75 years to preserve and provide access to the records of our Government—from the Declaration of Independence, to the census records enumerating the individuals that make up our nation, to the service records of the men and women who serve in our military, to documentation on homeland security issues that will make our country safer. But this report is not about the past. It is about the progress we’ve made this past year toward meeting the vision we have for our future.

I am pleased to present the National Archives and Records Administration’s Performance and Accountability Report for FY 2009. Thanks to support from our stakeholders and partners and the efforts of our exceptional staff, we made progress on each of the goals of our Strategic Plan and our three material weaknesses. Our Strategic Plan, which we reassessed and updated this year, directs us to attend to six goals—demonstrating leadership in managing the nation’s records, preserving and processing records to ensure access, meeting electronic records challenges, expanding opportunities for access, increasing civic literacy, and equipping NARA to meet the needs of our customers. Our progress in these areas is detailed throughout this report.

I encourage you to read the report to discover the strides we have made in launching the initial operating capability of the Electronic Records Archives (ERA). ERA lays a foundation for NARA and all other Federal agencies to perform records management business transactions online to improve the way government records are organized, stored, and retrieved. Besides the direct benefit to government, these capabilities will make it easier for citizens to discover what records the government has and to access electronic archival holdings. This year we took the records of the George W. Bush Administration into the National Archives, ensuring an efficient transition of these records to a new Presidential Library. Of the 77 Terabytes of data that were identified and transferred to us as unclassified electronic records of the Executive Office of the President, we completed loading 72.3 TB into ERA by early October. The remaining 4.7 TB represent Federal records from the Federal components of the EOP that will be loaded in the base ERA system.

We have also made strides in ensuring that our resources are well managed with the proper oversight. I am able to provide a qualified statement of assurance that, with the exception of three material weaknesses—holdings protection, IT security, and inventory control over artifacts in the Presidential Libraries, NARA’s internal controls are achieving their intended objectives. Our objectives are aligned with those specified by OMB Circular A-123 to ensure that programs achieve their intended results; resources are used consistent with NARA’s mission; programs and resources are protected from waste, fraud, and mismanagement; laws and regulations are followed; and reliable and timely
information is obtained, maintained, reported, and used for decision making. This assessment is based on results of audits and evaluations conducted by the Government Accountability Office (GAO), NARA’s Office of Inspector General (OIG), management control evaluations, and other written evaluations conducted in the 12 NARA offices and staff organizations. It is also based on senior management's knowledge of the daily operations of NARA programs and systems. Finally, I have also relied upon the advice of the OIG concerning this statement of assurance.

To address our material weaknesses, NARA staff created and will implement individual action plans. This year I established the NARA Holdings Protection Program. Results of its risk assessment will help inform us how to proceed in five areas: policy and procedures; training; security for storage areas; internal controls; and theft prevention and response. Our action plan for IT security is focused on IT implementation of personally identifiable information (PII) protections. Two important areas include encryption of laptops and security procedures to transport backup tapes. Inventory plans and controls are the main focus in the action plan for inventory control over artifacts in our Presidential Libraries. Additional details on these action plans, as well as progress made during FY 2009, are found in our FMFIA report in the appendix.

This past year we celebrated more than simply the fact that the National Archives has existed for 75 years. We celebrated our role in our nation’s democracy—a role built on ensuring that the citizens of our country are free to inspect, use, and learn from the records of the Government. Since 1934, thousands of NARA staff members in Washington, DC, and in Presidential Libraries, regional archives, and records centers across the country have worked to keep the holdings that document our history, our rights, and our entitlements safe and accessible for future generations.

Adrienne C. Thomas
Acting Archivist of the United States

November 16, 2009
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SECTION 1
MANAGEMENT’S DISCUSSION AND ANALYSIS

Introduction

This Performance and Accountability Report represents the culmination of the National Archives and Records Administration’s (NARA) program and financial management processes, which began with strategic and program planning, continued through the formulation and justification of NARA’s budget to the President and Congress and through budget execution, and ended with this report on our program performance and use of the resources entrusted to us. This report was prepared pursuant to the requirements of the Chief Financial Officers Act, as amended by the Reports Consolidation Act of 2000 and mandated by the Accountability of Tax Dollars Act of 2002, and covers activities from October 1, 2008, through September 30, 2009.

How to Use This Report

This report describes NARA’s performance measures, results, and accountability processes for FY 2009. In assessing our progress, we are comparing actual results against targets and goals set in our annual performance plan, which we developed to help us carry out our Strategic Plan. Our complete set of strategic planning and performance reports is available on our web site at http://www.archives.gov/about/plans-reports/.

This report has four major sections:

• Management’s Discussion and Analysis

  Look here for the highlights of our agency-wide performance and use of resources in FY 2009. You also will find information on the strategies we use to achieve our goals and the management challenges and external factors that affected our performance.

• Performance Section

  Look here for details on our performance by strategic goal and long-range performance target in FY 2009. This section covers our targets, how and why we met or did not meet them, and explanations of how we assess our performance and ensure the reliability of our data. Also included is information on evaluations and Federal agency compliance with Federal records management policy.
• **Financial Section**

  Look here for details on our finances in FY 2009, our audited consolidated financial statements and notes, required supplementary information, and the reports from our independent financial auditor and our Inspector General.

• **Other Accompanying Information**

  Look here for our Inspector General’s assessment of our agency’s management challenges, management’s response to this assessment, and our Financial Manager’s Financial Integrity Act (FMFIA) report.

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James Chung of Slingerlands, NY, says his six-year-old son, Connor, “may be the biggest space nut on this planet.” Connor asked if he could go to the John F. Kennedy Library to watch video of Kennedy delivering his speeches about committing to get a man to the moon and back by the end of the decade. Chung contacted the Library and arrangements were made for Connor to visit.

“The archivists couldn’t have been nicer,” said Chung. “They had the two JFK speeches ready to view. While my son was totally engrossed by the speeches, the archives staff members were peeking around the corner, curious about the six-year-old who was digging into their archives. They gave him a parting gift of the two speeches on a CD, and two photos of JFK meeting John Glenn after he returned to Earth as the first American in orbit. My son walked out thinking that the JFK Museum was the coolest place on earth.”
About NARA

The National Archives and Records Administration is our nation’s record keeper. An independent agency created by statute in 1934, NARA safeguards the records of all three branches of the Federal Government. Our job is to ensure continuing access to essential documentation and, in doing so, we serve a broad spectrum of American society. Genealogists and family historians; veterans and their authorized representatives; academics, scholars, historians, business and occupational researchers; publication and broadcast journalists; 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; students and teachers; and the general public—all seek answers from the records we preserve.

Our Vision

As the nation’s record keeper, it is our vision that all Americans will understand the vital role records play in a democracy, and their own personal stake in the National Archives. Our holdings and diverse programs will be available to more people than ever before through modern technology and dynamic partnerships. The stories of our nation and our people are told in the records and artifacts cared for in NARA facilities around the country. We want all Americans to be inspired to explore the records of their country.

Our Mission

The National Archives and Records Administration 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

NARA’s strategic goals are set forth in our 10-year Strategic Plan, published in September 2006, which covers the period FY 2007 through FY 2016. This plan acknowledges recent achievements, assesses new challenges facing us, and commits us to measure our value to the taxpayer by setting aggressive outcome-oriented performance targets.
Our six strategic goals are:

1: As the nation's record keeper, we will ensure the continuity and effective operation of Federal programs by expanding our leadership and services in managing the Government's records.

2: We will preserve and process records to ensure access by the public as soon as legally possible.

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

4: We will provide prompt, easy, and secure access to our holdings anywhere, anytime.

5: We will increase access to our records in ways that further civic literacy in America through our museum, public outreach, and education programs.

6: We will equip NARA to meet the changing needs of our customers.

Our Organizational Structure

We carry out our mission through a national network of archives and records services facilities stretching from Washington, DC, to the West Coast, including Presidential Libraries documenting administrations back to Herbert Hoover. Additionally, we publish the Federal Register, administer the Information Security Oversight Office (ISOO) and the Office of Government Information Services (OGIS), and make grants for historical documentation through the National Historical Publications and Records Commission (NHPRC). We preserve and make available, in response to hundreds of thousands of requests, the records on which the entitlements of citizens, the credibility of Government, and the accuracy of history depend. More and more people are using our services and gaining access to our records through the Internet, whether by requesting copies of records through our Inquire form at Archives.gov, commenting on regulations at the Government-wide site Regulations.gov, searching online databases of records and information, or engaging in a host of other activities through Archives.gov. We continue to encourage this trend, by adding online services and fully participating in several of the President’s e-Government initiatives, so that citizens everywhere have access to our vast holdings. The organizational chart in figure 1 provides an overview of NARA’s structure.

Personnel on Board*

<table>
<thead>
<tr>
<th>Programs</th>
<th>Washington, DC, Area</th>
<th>Field Locations</th>
<th>Nationwide Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full – Time Perm</td>
<td>Other</td>
<td>Total</td>
</tr>
<tr>
<td>Records Services</td>
<td>789</td>
<td>211</td>
<td>1,000</td>
</tr>
<tr>
<td>Regional Records Services</td>
<td>180</td>
<td>22</td>
<td>202</td>
</tr>
<tr>
<td>Presidential Libraries</td>
<td>68</td>
<td>15</td>
<td>83</td>
</tr>
<tr>
<td>Information Security Oversight Office</td>
<td>32</td>
<td>0</td>
<td>32</td>
</tr>
<tr>
<td>Federal Register</td>
<td>62</td>
<td>0</td>
<td>62</td>
</tr>
<tr>
<td>National Historical Publications and Records Commission</td>
<td>9</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Electronic Records Archives</td>
<td>40</td>
<td>14</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>1,180</td>
<td>262</td>
<td>1,442</td>
</tr>
</tbody>
</table>

* Admin Staff distributed across Program Offices
Figure 1. NARA’s Organizational Structure (as of 9/30/09)
An Overview of the Challenges Facing NARA

We at the National Archives and Records Administration (NARA) take seriously our job of serving the public. National and world events continually introduce new challenges to successfully fulfilling our mission. But, in the end, it’s all about the records. However, our mission to safeguard and preserve the records of our Government and ensure access to this essential documentation remains constant. Some of the challenges we are working to address include:

- The Obama administration took office in January 2009 with a focus on increased openness and transparency in Government. The changes we make to meet this challenge with respect to records management affect not only our own work processes, but those of all Federal agencies.

- The security of the records we protect must be balanced with free and open access to the records. This is a continuing challenge as we consider how to best secure the physical records in an ever-changing variety of media, protect the integrity of their contents, and ensure that any restrictions on use are properly honored so that the records may be used promptly and easily now and in the future.

- And, like all Federal agencies, we face new and evolving concerns about security, continuity of operations, and emergency preparedness. Continuity of Federal operations depends on the records of Government. Protecting, recovering, and making these records available requires development and implementation of new, more flexible solutions.

- Because our mission includes ensuring access to records for Government officials and the American public, the new technological environment in which NARA operates places us squarely at the center of intergovernmental electronic records challenges. We face new kinds of records management issues raised by this continued growth and dependence on an electronic Government. To fulfill our leadership role in the electronic records environment, NARA is transforming from an agency that manages predominantly paper to an electronic-based focus.

- The preservation challenges that are a fact of life in an archival institution also are growing more complex, so we face new facility and technological challenges in preserving paper, electronic, special media, and artifacts.

While we search for solutions to complex challenges, we must also serve the daily needs of the Federal Government and the public. NARA plays a unique role in the safe, secure operation of our government and in preserving our democratic ideals. We cannot slow or stop our daily work to wait for longer term solutions.

- Daily publication of the Federal Register is critical because many of the actions that Executive departments and the President need to take (especially during an emergency situation) require the legal authority that comes from publication of this document.

- We protect the essential records of hundreds of Federal agencies and courts as well as the records of the Congress, the Supreme Court, and 13 Presidential administrations. All Federal records, from highly classified documents to
individual tax returns, are saved for as long as needed because the information they contain is essential to the effective operations of our government—to protect the rights and entitlements of our citizens, to understand past decisions and inform future policy choices, to hold appropriate officials accountable for their actions, and to ensure the safety and security of our country.

- We respond to more than one million requests a year for Official Military Personnel Files (OMPF). Many of these requests come from veterans, their families, or organizations working on behalf of veterans to verify their military service, apply for benefits, or research medical conditions. A veteran’s ability to obtain a job, housing, or medical care often depends on our ability to meet information needs quickly.

- Not only do we protect electronic records, but we must ensure they can continue to be used, long after their native format has become obsolete. Today this essential function finds its most recent expression in NARA’s development of the Electronic Records Archives (ERA), a system that will capture electronic information, regardless of its format, save it permanently, and make it accessible on whatever hardware or software is currently in use.

Some challenges are easily overcome and an organization can move on to the next one. Others require longer term solutions, or will remain through the life of the organization. In an appendix, NARA’s Inspector General has identified ten challenges that are very similar to those identified by NARA management.
Performance Highlights

Using the National Archives and Records Administration in FY 2009

Every day, thousands of people use NARA’s records and services in multiple ways. Among these people are educators and their students at all levels, a history-minded public, veterans and their families, family historians, the media, the archival community, Federal employees and the Congress, and a broad spectrum of professional associations and researchers in fields that include political science, law, history, library and information services, and genealogy. The following table displays some of the ways our users interacted with NARA in FY 2009.

<table>
<thead>
<tr>
<th>Washington, DC, Area</th>
<th>Researchers</th>
<th>Microfilm</th>
<th>Researchers</th>
<th>Other</th>
<th>Written</th>
<th>Requests</th>
<th>Public Program</th>
<th>Attendees</th>
<th>Exhibit/</th>
<th>Museum</th>
<th>Visitors</th>
<th>Online</th>
<th>Visits</th>
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<tr>
<td>Federal Register</td>
<td>—</td>
<td>—</td>
<td>713</td>
<td>227</td>
<td>—</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Office of Regional Records Services</td>
<td>—</td>
<td>—</td>
<td>1,840</td>
<td>10,966</td>
<td>6,128</td>
<td>—</td>
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<tr>
<td>Northeast Region (Boston)</td>
<td>2,117</td>
<td>4,626</td>
<td>2,494</td>
<td>5,832</td>
<td>5,834</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Northeast Region (Pittsfield)</td>
<td>439</td>
<td>1,678</td>
<td>818</td>
<td>2,158</td>
<td>38</td>
<td>—</td>
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<tr>
<td>Northeast Region (New York)</td>
<td>780</td>
<td>4,147</td>
<td>3,481</td>
<td>9,397</td>
<td>349</td>
<td>—</td>
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<tr>
<td>Mid Atlantic Region (Philadelphia)</td>
<td>3,364</td>
<td>5,292</td>
<td>1,739</td>
<td>2,918</td>
<td>290</td>
<td>—</td>
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<tr>
<td>Southeast Region (Atlanta)</td>
<td>924</td>
<td>4,877</td>
<td>1,840</td>
<td>10,966</td>
<td>6,128</td>
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<tr>
<td>Great Lakes Region (Chicago)</td>
<td>821</td>
<td>1,511</td>
<td>3,958</td>
<td>11,575</td>
<td>11,575</td>
<td>—</td>
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<tr>
<td>Central Plains Region (Kansas City)</td>
<td>247</td>
<td>1,468</td>
<td>1,545</td>
<td>11,575</td>
<td>11,575</td>
<td>—</td>
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<td>Southwest Region (Fort Worth)</td>
<td>733</td>
<td>1,910</td>
<td>3,403</td>
<td>18,570</td>
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<td>Rocky Mountain Region (Denver)</td>
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<td>506</td>
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<tr>
<td>Pacific Region (Laguna Niguel)</td>
<td>817</td>
<td>2,014</td>
<td>2,994</td>
<td>95</td>
<td>0</td>
<td>—</td>
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<tr>
<td>Pacific Region (San Bruno)</td>
<td>960</td>
<td>2,658</td>
<td>3,002</td>
<td>3,457</td>
<td>797</td>
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<tr>
<td>Pacific Region (Anchorage)</td>
<td>134</td>
<td>701</td>
<td>281</td>
<td>129</td>
<td>0</td>
<td>—</td>
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<tr>
<td>Pacific Alaska Region (Seattle)</td>
<td>860</td>
<td>2,363</td>
<td>1,281</td>
<td>2,356</td>
<td>51</td>
<td>—</td>
<td>—</td>
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<td>—</td>
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<td>—</td>
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</tr>
<tr>
<td>National Personnel Records Center</td>
<td>515</td>
<td>1,783</td>
<td>1,314,217</td>
<td>1,810</td>
<td>300</td>
<td>—</td>
<td>—</td>
<td>—</td>
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<td>—</td>
<td>—</td>
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</tr>
<tr>
<td>Regional Records Services Total</td>
<td>13,016</td>
<td>38,240</td>
<td>1,341,559</td>
<td>70,111</td>
<td>26,241</td>
<td>—</td>
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</tr>
</tbody>
</table>

Presidential Libraries

| Hoover | — | — | 425 | 1,074 | 30,467 | 65,432 | 423,301 |
| Roosevelt | — | — | 1,468 | 2,326 | 27,589 | 115,305 | 839,081 |
| Truman | — | — | 825 | 2,983 | 42,614 | 76,909 | 2,508,213 |
| Eisenhower | — | — | 1,369 | 2,928 | 28,665 | 172,333 | 908,878 |
| Kennedy | — | — | 1,352 | 2,502 | 121,929 | 206,485 | 4,041,074 |
| Johnson | — | — | 1,543 | 3,092 | 37,736 | 234,974 | 1,323,950 |
| Nixon | — | — | 194 | 1,337 | 13,100 | 69,612 | 905,970 |
| Ford | — | — | 744 | 1,416 | 17,518 | 116,014 | 1,201,307 |
| Carter | — | — | 671 | 953 | 11,550 | 51,812 | 2,233,944 |
| Reagan | — | — | 677 | 454 | 106,916 | 336,647 | 1,773,759 |
| Bush 41 | — | — | 287 | 852 | 85,780 | 142,142 | 430,909 |
| Clinton | — | — | 136 | 2,037 | 87,949 | 233,345 | 523,348 |
| Bush 43 | — | — | 0 | 1,043 | 0 | 0 | 376,407 |
| Other* | — | — | 162 | — | — | — | 30,576 |
| Presidential Libraries Total | — | — | 9,691 | 23,139 | 611,783 | 1,826,010 | 17,570,719 |
| Archives.gov | — | — | — | — | — | — | 18,880,833 |
| Our Documents.gov | — | — | — | — | — | — | 1,018,693 |
| TOTAL | 28,546 | 100,352 | 1,392,889 | 728,464 | 2,843,681 | 37,470,245 |

* Other covers general requests to the Office of Presidential Libraries and visits to Clinton websites hosted centrally.
**Performance Overview**

We break down our strategic goals into long-range performance objectives and set annual targets and goals in our Annual Performance Plan each year. The following chart provides a synopsis of our FY 2009 performance. Highlights of some of this year’s major accomplishments under each strategic goal follow the chart.

**Snapshot of 2009 Performance**

### 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.

- **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 a supportive partnership with FEMA in the national response to emergencies in 100 percent of FEMA regions.

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<tbody>
<tr>
<td>Percent of senior Federal agency managers who view their records management programs as a positive tool for risk mitigation</td>
<td>–</td>
<td>81</td>
<td>–</td>
<td>64</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Percent of Federal agency customers that are satisfied with NARA records management services</td>
<td>57</td>
<td>78</td>
<td>81</td>
<td>81</td>
<td>85</td>
<td>81</td>
</tr>
<tr>
<td>Percent of customers retained by Federal Records Centers annually</td>
<td>–</td>
<td>–</td>
<td>100</td>
<td>100</td>
<td>98</td>
<td>100</td>
</tr>
<tr>
<td>Percent of NARA Continuity of Operations Plans that achieve viability</td>
<td>–</td>
<td>–</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>0</td>
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<tr>
<td>Percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies</td>
<td>–</td>
<td>–</td>
<td>60</td>
<td>80</td>
<td>100</td>
<td>100</td>
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</table>

### Strategic Goal 2: We will preserve and process records to ensure access by the public as soon as legally possible.

- **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.

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<tbody>
<tr>
<td>Percent of archival records received at the scheduled time</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Percent of archival holdings that have been processed to the point where researchers can have efficient access to them</td>
<td>–</td>
<td>–</td>
<td>21</td>
<td>30</td>
<td>40</td>
<td>41</td>
</tr>
<tr>
<td>Percent of agency declassification reviews that receive high scores as assessed by ISOO</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>36</td>
<td>51</td>
<td>53</td>
</tr>
</tbody>
</table>

Management’s Discussion and Analysis
Percent increase in the number of pages completed in the National Declassification Initiative (NDI) process | – | – | – | – | 10 | 150

Annual number Presidential pages scanned (in thousands) | 563 | 506 | 512 | 519 | 500 | 545

Percent of NARA archival holdings in appropriate space | 53 | 57 | 80 | 81 | – | 82

Percent of archival holdings that require preservation action | – | – | 65 | 65 | ≤ 65 | 65

**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.**

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.

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<tbody>
<tr>
<td>Percent of archival electronic accessions processed</td>
<td>80</td>
<td>80</td>
<td>81</td>
<td>86</td>
<td>80</td>
<td>88</td>
</tr>
<tr>
<td>Percent of NARA’s electronic accessions stabilized in preparation for transfer to ERA</td>
<td>89</td>
<td>89</td>
<td>89</td>
<td>90</td>
<td>85</td>
<td>88</td>
</tr>
</tbody>
</table>

**Strategic Goal 4: We will provide prompt, easy, and secure access to our holdings anywhere, anytime.**

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.

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<tr>
<td>Percent of written requests answered within 10 working days.</td>
<td>96</td>
<td>97</td>
<td>95</td>
<td>94</td>
<td>92</td>
<td>95</td>
</tr>
<tr>
<td>Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.</td>
<td>98</td>
<td>96</td>
<td>86</td>
<td>93</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td>Percent of Freedom of Information Act requests for Federal records completed within 20 working days.</td>
<td>82</td>
<td>87</td>
<td>88</td>
<td>89</td>
<td>87</td>
<td>86</td>
</tr>
<tr>
<td>Percent of online archival fixed-fee reproduction orders completed in 20 working days or less (35 working days pre-2007)</td>
<td>99</td>
<td>97</td>
<td>72</td>
<td>68</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Percent traditional holdings in an online catalog</td>
<td>43</td>
<td>51</td>
<td>56</td>
<td>64</td>
<td>65</td>
<td>69</td>
</tr>
<tr>
<td>Percent artifact holdings in an online catalog</td>
<td>43</td>
<td>57</td>
<td>57</td>
<td>61</td>
<td>65</td>
<td>74</td>
</tr>
<tr>
<td>Percent electronic holdings in an online catalog</td>
<td>63</td>
<td>98</td>
<td>99</td>
<td>98</td>
<td>65</td>
<td>95</td>
</tr>
</tbody>
</table>

**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.**

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.

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<tbody>
<tr>
<td>Percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.</td>
<td>96</td>
<td>96</td>
<td>96</td>
<td>97</td>
<td>95</td>
<td>97</td>
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</table>
Strategic Goal 6. We will equip NARA to meet the changing needs of our customers.

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.

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<tr>
<td>Percent of staff having performance plans linked to strategic outcomes</td>
<td>94</td>
<td>95</td>
<td>97</td>
<td>98</td>
<td>95</td>
<td>96</td>
</tr>
<tr>
<td>Percent of permanent staff having staff development plans linked to strategic outcomes</td>
<td>77</td>
<td>76</td>
<td>96</td>
<td>88</td>
<td>95</td>
<td>67</td>
</tr>
<tr>
<td>Percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups</td>
<td>95</td>
<td>87</td>
<td>76</td>
<td>91</td>
<td>92</td>
<td>77</td>
</tr>
<tr>
<td>Percent of public network applications availability</td>
<td>98.9</td>
<td>98.9</td>
<td>99.4</td>
<td>99.5</td>
<td>98.84</td>
<td>99.5</td>
</tr>
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Goal 1: Managing the Government’s Records

We moved forward in implementing Strategic Directions for Federal Records Management, our roadmap to redesign Federal records management practices in the age of electronic records. Many of the initiatives of this plan are now standard practice across the Federal Government.

In FY 2009, we examined the status of one of the redesign strategies—Flexible Schedules—and issued a report in which we analyzed nine Federal agencies that use flexible schedules to manage the disposition of their records. The report discusses areas such as planning and groundwork needed to develop a flexible schedule, motivation for employing a flexible schedule, training and outreach required, and the challenges and successes experienced. We also completed our effort to update and simplify Federal records management regulations and published the new regulations in the Federal Register.

We made progress in responding to the FY 2008 GAO audit on Federal Records Management of E-Mail (GAO-08-742) and the critique that NARA needed to carry out more oversight activities.

Because we had developed a body of electronic records management policy and guidance that could effectively support our statutory responsibilities around compliance, NARA developed a program for annual agency self-assessments, targeted inspections by...
NARA staff, and reporting standards for making public our findings. Parts of this work were started in late FY 2008, and piloted and launched throughout FY 2009.

We worked to address the many challenges in getting agencies to schedule their electronic records systems by September 30, 2009, to meet the requirement in Section 207(e) of the E-Government Act of 2002. This Act imposes a statutory requirement for all Executive agencies to schedule their electronic information systems in existence since December 17, 2005. To assist with this effort, we offered several free electronic records scheduling workshops to agencies as well as other offers to partner with agencies.

The deployment of the Archives and Records Center Information System (ARCIS) was a major accomplishment this year. ARCIS is a tool designed to electronically manage records storage and improve efficiency of storage processes for temporary records stored in our Federal Records Centers. The final site scheduled for deployment was St. Louis in October 2009. With the deployment of ARCIS throughout the regions, our customers are able to submit electronic reference requests to those sites. We are working on additional system enhancements to improve administrative access and allow customers to electronically submit their transfer requests. ARCIS’ deployment will also allow us to terminate several old systems that have become costly to maintain.

Throughout the last several years, we have worked closely with the White House and the Department of Defense to fully prepare for the transfer of the largest volume of electronic Presidential records in NARA’s history. With the first shipment of Presidential records transferred in October 2008, our efforts culminated in the successful transfer of nearly 329 tons of George W. Bush Presidential records and artifacts from Washington, DC, to the temporary library site in Lewisville, Texas, on January 20, 2009. To date, all of the administration’s unclassified electronic records have been ingested to our Executive Office of the President (EOP) instance of the Electronic Records Archives. The classified Presidential records transferred to NARA are secured in a legacy system until a classified instance of ERA is ready.

**Goal 2: Preserve and Process the Nation’s Records**

We continue to aggressively address our backlog of unprocessed records. Archival processing involves a series of steps that establish physical and intellectual control of
records and culminates in describing records in our online catalog, making them easier and faster to locate for research. The processing backlog of textual and audiovisual records has grown over the decades. In addition, new processing challenges have arisen with the increasing number of electronic records accessions. Nevertheless, we continue to meet our targets while addressing the challenges.

The processing of Presidential records differs from processing Federal records because of requirements in the Presidential Records Act. We have implemented steps to simplify processes and have developed the capability to measure the impact of systematic processing at the libraries. In FY 2009, we made steady progress in the processing of our backlog of records; however, once the George W. Bush Presidential records are added to the count of holdings, the backlog will significantly increase. With the addition of new staff this year, we will continue to process holdings as quickly as possible.

We made progress in planning a National Declassification Center (NDC), a critical element in reforming the Executive Branch’s declassification program. Working closely with staff of national security agencies and the intelligence community, NARA developed a concept of operations for a national center that would work collaboratively with agencies to efficiently and effectively manage the referral of classified equities between the various equity holders. The purpose of the NDC is to efficiently provide the public with as many declassified records as possible in the shortest time without jeopardizing national security.

For classified materials in the Presidential Library system, we continued our partnership with the Central Intelligence Agency (CIA) through our Remote Archives Capture (RAC) project. Our partnership involved working with the CIA and classifying agencies in the Government to declassify materials held in the Presidential Libraries. Using the RAC project as a vehicle to scan classified materials held by Presidential Libraries throughout the country, we expect to exceed our FY 2009 goal of scanning 500,000 pages of classified Presidential records eligible for declassification.

In FY 2009 we established the Controlled Unclassified Information (CUI) Office within ISOO in response to the Presidential Memorandum issued on May 9, 2008, designating NARA as the Executive Agent responsible for implementation of the CUI Framework. The CUI Office, working in collaboration with the CUI Council and interagency working groups, developed implementation guidance covering topics such as Dispute Resolution,
Safeguarding, Designation, Dissemination, to name a few. During this time, a Presidential Task Force was established to examine CUI and make recommendations to the President.

Our efforts to process records and make them available to the public resulted in the achievement of a major milestone this year—the opening of more than 15 million individual personnel files of former civilian employees dating from the mid-1800s through 1951. This corpus of records adds to the collection of more than nine million military personnel files that are already available to researchers and other members of the public. These newly opened records included personnel records from famous figures such as Walt Disney, Ansel Adams, and Albert Einstein.

We continued efforts to work through GSA to upgrade our facilities to comply with 36 CFR 1228 Subpart K storage standards for Federal records. The upgrades for nine of our Federal Records Centers are in varying stages. The National Archives at Kansas City moved to a renovated building in the cultural district of Kansas City. We recently awarded a construction contract to make improvements to our Waltham facility and awarded design and construction contracts for our Seattle archival facility. We are moving forward with the design of a new National Personnel Records Center (NPRC) facility, now scheduled for initial occupancy in 2011, and dedicated its new annex facility, an underground structure, in Valmeyer, IL. The facility will store nearly two million cubic feet of temporary civilian personnel records, postal money orders, and trans-shipments of regional records from other records centers.

Goal 3: Managing Electronic Records
The Electronic Records Archives (ERA) is our cutting-edge system that captures electronic records and information, regardless of format, saves them permanently, and makes them accessible on whatever hardware or software is currently in use. This year, we achieved a major milestone in the deployment of the ERA system for Presidential records, enabling us to ingest and store the more than 70 Terabytes of unclassified electronic records of the Executive Office of the President (EOP) transferred at the end of the George W. Bush Administration. A smaller volume of classified and Federal electronic records are securely stored in standalone systems until they can be moved into ERA. The figure (next) shows the significant increase the Bush Administration records
made in NARA’s total electronic holdings. We also made significant progress in developing the requirements and prototypes for online public access to the electronic records in ERA and examining the larger vision of how NARA holdings will be accessed online.

**Goal 4: Providing Access to Records**

We continually strive to make our holdings accessible to the public as soon as possible. One indication of the quality and interest in the information we provide is the number of visitors to our websites—more than 37 million visits in FY 2009. Through partnerships and collaborative efforts, we continue to increase the number of digital records available to the public through our online catalog of NARA’s nationwide holdings, the Archival Research Catalog (ARC). ARC contains more than 152,000 digital records, and 130 million records from our holdings are hosted online by our partners. We have partnered with Familysearch.org (GSU) to digitize the first 500,000 Civil War Widows Pension Certificates; we have multi-party projects digitizing the Homestead land entry files for Nebraska City and Lincoln; and, we are working with Footnote to digitize and describe various Holocaust Assets Records microfilm publications. These digital partnership projects are essential to augmenting our in-house ability to make holdings available online.

The Access to Archival Databases (AAD), a search and retrieval tool that provides online access to electronic records in databases, is now in its sixth year. At the end of FY 2009, it offered online access to 83.8 million “born” digital records from 58 electronic records series.

In addition, we adopted Web 2.0 and social networking as a way to deliver information to the public as soon as possible. We successfully launched social media and networking tools such as YouTube, Flickr, Twitter, and Facebook to reach new audiences, capture useful information, and receive timely feedback on our holdings.

We also augmented the physical Public Inspection Desk at the Office of the Federal Register with an electronic Public Inspection Desk where, for the first time in the 73-year history of the Federal Register, documents to be published the next day can be viewed by
anyone, anywhere, and anytime. We also converted the printed weekly set of Presidential documents into a new daily online Compilation of Presidential Documents, opening up these key primary resources to immediate access by the public.

We continued to provide outstanding customer service exceeding our FY 2009 targets in almost every area. To date, 95 percent of the written requests we received from customers were answered within 10 working days, exceeding our target of 92 percent. Ninety-three percent of the items requested in our research rooms were provided within one hour of the request, meeting our target. Eighty-six percent of Freedom of Information Act (FOIA) requests for Federal records were completed within 20 working days, nearly meeting our target of 87 percent. Ninety percent of the online orders we received were completed within 20 working days.

Goal 5: Increasing Civic Literacy
We celebrated our 75th anniversary in 2009 and engaged in a host of activities across the country to commemorate the 1934 establishment of the National Archives. We developed educational programs, public outreach activities, exhibits, and workshops to reach diverse audiences and share treasures from our vast holdings in an effort to promote civic literacy. We launched an exhibition called BIG! at which we featured big records, big events, and big ideas—in their original format in full scale—selected to remind us of the challenges and sacrifices experienced in building this country. Our commitment to civic literacy has always extended beyond the walls of our archival facilities to touch the communities across the country. Sometimes our efforts include projects that go beyond the expected approaches to reach citizens in new ways, such as our partnership with New Jersey’s Papermill Playhouse to support the play 1776 with our exhibit “Documenting Our Nation’s Founding.” We are open to new avenues to reach and serve American citizens as we seek to advance civic literacy.

Our Presidential Libraries continue to host robust museum, education, and public program offerings. The libraries share a common goal of educating the public about how government works and how Administration policy and programs are developed as shown in the records of our Presidents. In FY 2009, every Presidential Library held a series of national issues forums to engage community-based peaceful and deliberate discussions about difficult community challenges and their solutions. The Libraries also hosted a number of special exhibits including the highly popular “School House to White House” exhibit.
Our education team conducted numerous workshops and Learning Labs throughout the year for teachers and students, exposing this audience to the relevance of American history today while introducing students to the archival field through role play exercises and activities. We presented a program in partnership with the White House Historical Association, “The White House: Moving Out/Moving In;” we premiered the 90-minute PBS documentary film, “Legacy: Black and White in America;” and we hosted a special program about the creation and importance of the National Museum of American Jewish History.

Goal 6: Developing our Infrastructure

We completed and issued our new five-year Strategic Human Capital Plan. This plan provides direction for NARA’s most significant workforce management challenges and opportunities and is aligned to NARA’s Strategic Plan. The new plan offers five strategic human capital goals to recruit, develop and strengthen, and retain our human capital resources to achieve mission success. As we implement the strategies and activities to meet these goals, we will monitor performance results and assess our human capital programs, decisions, and actions.

Growing up, David Nelsen of Hendersonville, TN, did not know who his father was. His mother told him only that his father’s name was “Ken,” that he came from Honolulu, and that he had been in the National Guard. Through research, Nelsen found the man he believes to be his father—a soldier by the name of Wallace Kenji Matayoshi who died in Vietnam in 1966—but he did not know how to find Matayoshi’s family to confirm that the man was his father.

When a member of the armed services died during the Johnson administration, the President sent a condolence letter to the next of kin. Attached to the letter was usually a military form showing the next of kin. Nelsen contacted the Johnson Library, and an archivist there was able to give him a copy of the letter of condolence and the attached form showing the names of his grandparents. With this information, Nelsen had a starting point to search for his father’s family and confirm his heritage.
Linking Our Budget to Our Objectives

Our long-term objectives are tied directly to our budget. The chart on the next page illustrates, by strategic goal and long-term objective, the resources allocated to each of these goals. (The resources obligated to each of these goals are shown in figure 4 on p. 22.) The chart also links the major budget functions to each of our long-term objectives.

<table>
<thead>
<tr>
<th>NARA Goals and Long-Term Objectives ($ and FTE allocated to each Goal)</th>
<th>Records Services</th>
<th>Archives—Related Services</th>
<th>Electronic Records Archives</th>
<th>Revolving Fund</th>
<th>Trust Fund</th>
<th>NHPRC</th>
<th>Repairs &amp; Restoration</th>
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<tbody>
<tr>
<td><strong>Goal 1: $46,501,000 and 1,589 FTE</strong></td>
<td></td>
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<tr>
<td>1.1: By 2012, 85 percent of senior Federal agency managers view their records management program as a positive tool for risk mitigation.</td>
<td>✓</td>
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<td>1.2: By 2012, 90 percent of customers are highly satisfied with NARA records management services.</td>
<td>✓</td>
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<td>1.3: By 2012, the Federal Records Center Program annually retains 98 percent of its customers.</td>
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<td>✓</td>
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<td>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.</td>
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<td>✓</td>
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<td>1.5: By 2009, 100 percent of our Continuity of Operations Plans (COOP) meet the requirements for viability.</td>
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<td>1.6: By 2009, NARA has established a supportive partnership with FEMA in the national response to emergencies in 100 percent of FEMA regions.</td>
<td></td>
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<td>✓</td>
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<td>✓</td>
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<tr>
<td><strong>Goal 2: $183,445,000 and 679 FTE</strong></td>
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<td>2.1: By 2016, 85 percent of scheduled transfers of archival records are received at the scheduled time.</td>
<td>✓</td>
<td>✓</td>
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<td>2.2: By 2016, 95 percent of archival holdings have been processed to the point where researchers can have efficient access to them.</td>
<td>✓</td>
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<td>2.3: By 2012, 90 percent of agency declassification reviews receive high scores as assessed by ISOO.</td>
<td>✓</td>
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<td></td>
<td>✓</td>
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<td>2.5: By 2016, 100 percent of archival holdings are stored in appropriate space.</td>
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<td>2.7: By 2016, less than 50 percent of archival holdings require preservation action.</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Goal 3: $78,689,000 and 102 FTE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1: By 2016, 95 percent of archival electronic holdings have been processed to the point where researchers can have efficient access to them.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## NARA Goals and Long-Term Objectives

($ and FTE allocated to each Goal)

<table>
<thead>
<tr>
<th>Goal 3:</th>
<th>$50,412,000 and 274 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2:</td>
<td>By 2012, 80 percent of archival electronic records are preserved at the planned level of service.</td>
</tr>
<tr>
<td>3.3:</td>
<td>By 2016, the per-megabyte cost of managing electronic records decreases each year.</td>
</tr>
</tbody>
</table>

### Goal 4: $50,412,000 and 274 FTE

<table>
<thead>
<tr>
<th></th>
<th>Records Services</th>
<th>Archives—Related Services</th>
<th>Electronic Records Archives</th>
<th>Revolving Fund</th>
<th>Trust Fund</th>
<th>NHPRC</th>
<th>Repairs &amp; Restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.</td>
<td>By 2016, NARA customer service standards for researchers are met or exceeded.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2.</td>
<td>By 2012, 1 percent of archival holdings are available online.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3.</td>
<td>By 2016, 95 percent of archival holdings are described at the series level in an online catalog.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4.</td>
<td>By 2012, our web sites score at or above the benchmark for excellence as defined for Federal government web sites.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Goal 5: $23,638,000 and 191 FTE

<table>
<thead>
<tr>
<th></th>
<th>Records Services</th>
<th>Archives—Related Services</th>
<th>Electronic Records Archives</th>
<th>Revolving Fund</th>
<th>Trust Fund</th>
<th>NHPRC</th>
<th>Repairs &amp; Restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.</td>
<td>By 2016, our museums score in the top 10 percent of all history museums nationally according to industry measures.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>5.2.</td>
<td>By 2016, 95 percent of exhibit, public outreach, and education visitors are highly satisfied with their visit experience.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Goal 6: $38,287,000 and 184 FTE

<table>
<thead>
<tr>
<th></th>
<th>Records Services</th>
<th>Archives—Related Services</th>
<th>Electronic Records Archives</th>
<th>Revolving Fund</th>
<th>Trust Fund</th>
<th>NHPRC</th>
<th>Repairs &amp; Restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1.</td>
<td>By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2.</td>
<td>By 2016, the percentages of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.3.</td>
<td>By 2016, public network applications are available 99 percent of the time.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Financial Highlights

Fiscal Year 2009 is the sixth year that NARA prepares and submits our consolidated financial statements to the Office of Management and Budget (OMB) and U.S. Congress in accordance with the Chief Financial Officers (CFO) Act, subject to the Accountability of Tax Dollars Act (ATDA) of 2002. The financial statements presented in this report have been prepared from NARA’s accounting records in accordance with the generally accepted accounting standards prescribed for Federal entities by the Federal Accounting Standards Board (FASAB), and presentation standards prescribed by OMB Circular A-136, Financial Reporting Requirements.

Sources of Funds

NARA’s operations are funded through appropriated budget authority which includes annual, multi-year and no-year appropriations available for use within certain specified statutory limits. In addition, the National Archives Trust Fund, Gift Fund, and Revolving Fund revenues fund their respective operations.

FY 2009 budget authority from NARA’s operating appropriation was $460 million. We carried over $26 million in multi-year and no-year funds available for obligation. Total appropriated budget authority for FY 2009 was $486 million (see Figure 3).

![Figure 3. Appropriated Budget Authority, FY 2009](image-url)
The major operating appropriation funds basic operations, comprising records services, archives-related services, and the redemption of debt, and associated interest, stemming from the construction of National Archives Building at College Park. Records services provides for selecting, preserving, describing, and making available to the general public, scholars, and Federal agencies the permanently valuable historical records of the Federal Government and the historical materials and Presidential records in Presidential Libraries; for preparing related publications and exhibit programs; and for conducting the appraisal of all Federal records. Archives-related services provides for the publications of the Federal Register, the Code of Federal Regulations, the U.S. Statutes at Large, and Presidential documents, and for a program to improve the quality of regulations and the public’s access to them. The $302 million cost of construction of the National Archives at College Park, which serves as a major archival facility as well as the center for NARA’s administrative offices, was financed by Federally-guaranteed debt issued in 1989. Annually, the Archivist seeks appropriations for the payment of interest and redemption of that debt.

In addition to the general operating expenses appropriation, NARA receives other appropriations that are more specific. The Electronic Records Archives appropriation funds NARA’s effort to ensure the preservation of and access to Government electronic records. The Repairs and Restoration appropriation funds the repair, alteration, and improvement of archives facilities to provide adequate storage for holdings. The National Historical Publications and Records Commission program provides grants to state, local, and private institutions to preserve and publish records that document American history. Figure 3 demonstrates the allotment of total available appropriated funds.

The National Archives Trust Fund and Presidential Library Trust Funds budget authority includes revenues generated from the sale of publications, museum shop sales, paper reproductions, audio visual reproductions, library admissions, educational conferences, and interest income. Expenditures are made for the cost of museum shop inventory, personnel, operational and financial systems, equipment, and reproduction supplies. The National Archives Trust Fund and Presidential Library Trust Funds earned revenue of $18 million in FY 2009.

The Gift Fund’s budget authority includes donations and interest earned on those gifts and endowments. It was established to administer incoming gifts and bequests for the benefit of, or in connection with, the archival and records activities of the National Archives and Records Administration. Expenditures are made for various programs, including historical research, conferences, archival and cultural events, and publications. In FY 2009, the gift fund received donations of $2 million.

The Revolving Fund’s budget authority includes revenue generated from the temporary Federal agency records stored in NARA service facilities. It provides storage, transfer, reference, re-file, and disposal services for a standard fee. The Revolving Fund earned revenue of $152 million, after intra-entity eliminations in FY 2009.

**Uses of Funds by Function**

NARA incurred new general fund obligations of $420 million in FY 2009. Of this, $3.3 million is for reimbursable work. The chart below represents obligations by strategic goals.
Audit Results

NARA’s FY 2009 financial statements were audited by Cotton and Co. under contract to NARA’s Office of the Inspector General. NARA received an unqualified audit opinion on its FY 2009 and FY 2008 financial statements. The auditors identified two significant deficiencies—Information Technology and Property Management.

Financial Statement Highlights

NARA’s financial statements summarize the financial activity and financial position of the agency. The financial statements, footnotes, supplementary information, and supplementary stewardship information appear in Part III - Financial Section. An analysis of the principal statements follows.

Limitations of the Financial Statements

The principal statements have been prepared to report the financial position and results of operations of NARA, pursuant to the requirements of 31 U.S.C. 3515 (b). While the statements have been prepared from NARA’s books and records in accordance with generally accepted accounting principles (GAAP) for Federal entities and the formats.
prescribed by the Office of Management and Budget, the statements are additional to the financial reports used to monitor and control budgetary resources, which are prepared from the same books and records. The statements should be read with the realization that they are for a component of the U.S. Government, a sovereign entity.

**Analysis of the Balance Sheet**

**ASSETS:** NARA’s assets were $729.2 million as of September 30, 2009, an increase of $53.6 million from the end of FY 2008. The majority of this increase resulted from an increase in the annual appropriations and capitalization of software in development costs for ERA project. The assets reported in NARA’s balance sheet are summarized in the accompanying table.

<table>
<thead>
<tr>
<th>Asset Summary (in millions)</th>
<th>FY 2009</th>
<th>FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund balance with Treasury and cash</td>
<td>$256.9</td>
<td>$213.1</td>
</tr>
<tr>
<td>General property, plant, and equipment, net</td>
<td>420.4</td>
<td>415.9</td>
</tr>
<tr>
<td>Investments</td>
<td>34.9</td>
<td>31.5</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>15.0</td>
<td>13.0</td>
</tr>
<tr>
<td>Inventory</td>
<td>1.0</td>
<td>1.1</td>
</tr>
<tr>
<td>Other</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$729.2</strong></td>
<td><strong>$675.6</strong></td>
</tr>
</tbody>
</table>

The fund balance with Treasury and cash represents approximately 35 percent of total assets. Property, plant, and equipment constitute 58 percent of total assets, with the National Archives facility at College Park representing the greater part of the balance.

**LIABILITIES:** NARA’s liabilities as of September 30, 2009, amounted to $269 million. A decrease of $9.2 million from the end of FY 2008 is due mainly to scheduled repayments of Debt held by the public during the year. The liabilities reported in NARA’s balance sheet are summarized in the accompanying table.

<table>
<thead>
<tr>
<th>Liabilities Summary (in millions)</th>
<th>FY 2009</th>
<th>FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt held by the public</td>
<td>$193.9</td>
<td>$205.9</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>35.0</td>
<td>32.5</td>
</tr>
<tr>
<td>Other</td>
<td>41.0</td>
<td>40.7</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$269.9</strong></td>
<td><strong>$279.1</strong></td>
</tr>
</tbody>
</table>

Debt held by the public accounts for approximately 71.8 percent of total liabilities and represents certificates of participation issued to the public through a trustee to cover the construction costs of the National Archives at College Park. Liabilities totaling $216 million, or 80 percent of total liabilities, are unfunded, i.e., budgetary resources are not yet available as of September 30, 2009. For most unfunded liabilities, budgetary resources will be made available in the years balances are due, in accordance with OMB funding guidelines. The major elements of unfunded liabilities are $193.9 million for...
NET POSITION: The difference between total assets and total liabilities is net position of $459.3 million as of September 30, 2009. The net position reported in NARA’s balance sheet is summarized in the accompanying table.

<table>
<thead>
<tr>
<th>Net Position Summary (in millions)</th>
<th>FY 2009</th>
<th>FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unexpended appropriations</td>
<td>$193.4</td>
<td>$147.7</td>
</tr>
<tr>
<td>Cumulative results of operations</td>
<td>265.9</td>
<td>248.8</td>
</tr>
<tr>
<td>Total net position</td>
<td>$459.3</td>
<td>$396.5</td>
</tr>
</tbody>
</table>

Net position is affected by changes in its two components—Cumulative Results of Operations and Unexpended Appropriations. Unexpended appropriations are the amount of authority granted by Congress that has not been expended. Cumulative results of operations reflect funding of capital needs of the agency since NARA’s inception and net results of the revolving fund operations. The increase in net position of $62.8 million from FY 2008 to FY 2009 comprises the increase in cumulative results of operations of $17.1 million and an increase in unexpended appropriations of $45.7 million. The overall increase is due mainly to the increase in budget authority in FY 2009 and the capital expenditures during FY 2009, of which ERA software development costs are the most significant.

Analysis of the Statement of Net Cost

The statement of net cost presents the net cost of NARA’s six major programs. NARA’s net cost of operations for the year ended September 30, 2009, is $412.9 million. The increase of $76.2 million in the net cost of operation is due largely to the higher operating costs, such as utilities and rent, and major restoration and improvements projects at the libraries; especially the Nixon, Carter, and Kennedy libraries in FY 2009, as well as operation and maintenance costs on the ERA segments already moved to production.

Net costs by program are shown in the accompanying table.

<table>
<thead>
<tr>
<th>Net Cost of Operations (in millions)</th>
<th>FY 2009</th>
<th>FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Records and archives-related services</td>
<td>$356.4</td>
<td>$306.9</td>
</tr>
<tr>
<td>Trust and gift funds</td>
<td>(3.5)</td>
<td>(3.9)</td>
</tr>
<tr>
<td>Electronic records archives</td>
<td>17.6</td>
<td>9.9</td>
</tr>
<tr>
<td>National historical publications and records commission grants</td>
<td>6.4</td>
<td>5.5</td>
</tr>
<tr>
<td>Archives facilities and presidential libraries repairs and restoration</td>
<td>23.9</td>
<td>11.3</td>
</tr>
<tr>
<td>Records center storage and services</td>
<td>12.1</td>
<td>7.0</td>
</tr>
<tr>
<td><strong>Net cost of operations</strong></td>
<td><strong>$412.9</strong></td>
<td><strong>$336.7</strong></td>
</tr>
</tbody>
</table>

Analysis of the Statement of Budgetary Resources

The statement of budgetary resources presents the sources of budgetary resources and their status at the end of the period, as well as demonstrates the relationship of obligations to outlays. For FY 2009, NARA had budgetary resources available of $716...
million, an increase of 11.2 percent over $644 million in FY 2008. The majority of the increase resulted from new budget authority.

**Debt Management**

The Bureau of Public Debt (BPD) and the General Services Administration (GSA) assist NARA with the management of employee debts. NARA contracts with GSA for payroll services. Under this cross-servicing agreement, GSA tracks employee debts and pursues delinquent debts from NARA employees through salary offset and administrative wage garnishment. NARA has a cross-servicing agreement with BPD for accounting services. In compliance with the Debt Collection Improvement Act of 1996, BPD actively pursues delinquent non-Federal claims and, upon request by NARA, transmits delinquent claims to the U.S. Department of the Treasury Financial Management Service (FMS) for collection cross-servicing.

**Erroneous Payments Management**

NARA does not have any high risk programs, as defined by OMB and the Improper Payments Information Act, or programs and activities that meet the $10 million and 2.5-percent threshold established by the Office of Management and Budget as a definition of significant erroneous payments.
Systems, Controls, and Legal Compliance

This section provides information about NARA’s compliance with the

- Federal Manager’s Financial Integrity Act
- Federal Information Security Management Act
- Federal Financial Management Improvement Act
- Prompt Payment Act
- Inspector General Act

**Federal Managers’ Financial Integrity Act**

The Federal Managers’ Financial Integrity Act mandates that agencies establish controls that reasonably ensure that (i) obligations and costs comply with applicable law; (ii) assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and (iii) revenues and expenditures are properly recorded and accounted for. This act encompasses operational, program, and administrative areas, as well as accounting and financial management. It requires the Archivist to provide an assurance statement to the President on the adequacy of internal controls and conformance of financial systems with Government-wide standards. (See appendix for NARA’s FY 2009 FMFIA Report.)

**Internal Controls Program**

NARA’s internal controls worked to ensure the attainment of our mission and FY 2009 goals, maintain efficient operations, and reduce fraud and the misuse of taxpayer-provided resources. NARA managers submitted an annual assurance statement, along with an internal control plan, to the Acting Archivist of the United States at the end of the fiscal year. These statements were based on various sources and included

- Management knowledge gained from daily operation of programs
- Management reviews
- Program evaluations
- Audits of financial statements
- Reviews of financial systems
- Annual performance plans and periodic performance reporting to the Archivist
- Senior Staff reviews and briefings
- Internal oversight groups for agency programs
- Monthly reporting in NARA’s Performance Measurement Reporting System
- Reports and other information provided by the congressional committees of jurisdiction.

**FY 2009 Internal Controls**

NARA evaluated its internal control systems for the fiscal year ending September 30, 2009. This evaluation provided reasonable assurance that, except for three material weaknesses, the agency’s internal controls achieved their intended objectives. No material weaknesses in internal controls over financial reporting have been identified this year or in the past year by management assessments or the independent auditors. Pursuant to Section 2 of the Integrity Act, we identified a material weakness in our holdings security program in FY 2001. We have made progress in our actions to remedy the holdings security weakness, but still have substantive work to accomplish. In FY 2007, we declared a material weakness related to NARA’s Information Technology (IT) Security Program. Based on the scope of that material weakness, sufficient work has been done to mitigate the risk and we will be monitoring this in FY 2010 as a significant deficiency. In FY 2008, we declared a material weakness in artifact inventory processes at our Presidential Libraries. New this year, we have added a material weakness in IT security specific to the misalignment of policy and contract language regarding the handling of personally identifiable information (PII) on NARA-owned storage devices, specifically hard drives. NARA will continue to address significant deficiencies in the areas of our preservation program and textual records processing. Details on the three material weaknesses are found in our Federal Managers’ Financial Integrity Act Report in the appendix.

**Federal Information Security Management Act**

The Federal Information Security Management Act (FISMA) requires Federal agencies to conduct an annual self-assessment review of their information technology security program, to develop and implement remediation efforts for identified security
weaknesses and vulnerabilities, and to report to OMB on the agency’s compliance. This year’s FISMA submission is required no later than November 18, 2009.

**Federal Financial Management Improvement Act**

As an Accountability for Tax Dollars Act (ATDA) agency, NARA is not subject to the requirements of FFMIA, per OMB bulletin #07-04, *Audit Requirements for Federal Financial Statements*.

**Prompt Payment Act**

As our financial service provider, the Bureau of the Public Debt processes payments for NARA in accordance with the Prompt Payment Act and submits quarterly prompt pay statistics on our behalf.

**Inspector General Act**

In FY 2009 NARA satisfied 2 percent of the remaining audit recommendations opened in audits between FY 2006 and FY 2008 (131 recommendations remain for closure), and 9 percent of audit recommendations opened during this fiscal year (excluding 18 recommendations that were issued on September 29 and 30). We are committed to resolving and implementing open audit recommendations presented in OIG reports. Section 5(b) of the Inspector General Act requires agencies to report on final actions taken on OIG audit recommendations. This information is included in the Archivist’s transmittal of the OIG semi-annual report to Congress.
Facilities

National Archives Building
700 Pennsylvania Avenue, NW
Washington, DC 20408
202-357-5400

National Archives at College Park
8601 Adelphi Road
College Park, MD 20740
301-837-2000

Washington National Records Center
4205 Suitland Road
Suitland, MD 20746
301-778-1600

Office of the Federal Register
Suite 700
800 North Capitol Street, NW
Washington, DC 20002
202-741-6000

NARA–Northeast Region
Diane LeBlanc,
Regional Administrator

NARA–Northeast Region (Boston)
380 Trapelo Road
Watertown, MA 02472
866-406-2379

NARA–Northeast Region (Pittsfield)
10 Conte Drive
Pittsfield, MA 01201
413-236-3600

NARA–Northeast Region (New York City)
201 Varick Street, 12th Floor
New York, NY 10014
212-401-1620

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NARA–Mid Atlantic Region (Center City Philadelphia)
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215-606-0100

NARA–Mid Atlantic Region (Northeast Philadelphia)
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773-948-9001

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NARA–Great Lakes Region (Kingsridge)
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NARA–Central Plains Region (Lee's Summit)
200 Space Center Drive
Lee's Summit, MO 64064
816-288-8100

NARA–Central Plains Region (Lenexa)
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Lenexa, KS 66219
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Preston Huff,
Regional Administrator

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817-831-5900

1400 John Burgess Drive
Fort Worth, TX 76140
817-551-2000

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Barbara Voss,
Regional Administrator

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Denver, CO 80225
303-407-5700

NARA–Pacific Region
David Drake,
Acting Regional Administrator

NARA–Pacific Region (Laguna Niguel)
24000 Avila Road
P.O. Box 6719
Laguna Niguel, CA 92677
949-360-2641

NARA–Pacific Region (Riverside)
23123 Cajalco Road
Perris, CA 92570
951-956-2000
Dwight D. Eisenhower Library
Karl Weissbach, Director
200 Southeast Fourth Street
Abilene, KS 67410
785-263-6700

John Fitzgerald Kennedy Library
Thomas Putnam, Director
Columbia Point
Boston, MA 02125
617-514-1600

Lyndon Baines Johnson Library
Mark Updegrove, Director
2313 Red River Street
Austin, TX 78705
512-721-0200

Richard Nixon Presidential Library and Museum
Timothy Naftali, Director
Maryland Office
8601 Adelphi Road
College Park, MD 20740
301-837-3290

California Office
18001 Yorba Linda Blvd.
Yorba Linda, CA 92886
714-983-9120

Gerald R. Ford Library and Museum
Elaine K. Didier, Director
Gerald R. Ford Library
1000 Beal Avenue
Ann Arbor, MI 48109
734-205-0555
Gerald R. Ford Museum
303 Pearl Street, NW
Grand Rapids, MI 49504
616-254-0400

Jimmy Carter Library
Jay E. Hakes, Director
441 Freedom Parkway
Atlanta, GA 30307
404-865-7100

Ronald Reagan Library
Duke Blackwood, Director
40 Presidential Drive
Simi Valley, CA 93065
805-577-4000

George Bush Library
Warren Finch, Director
1000 George Bush Drive West
P.O. Box 10410
College Station, TX 77845
979-691-4000

William J. Clinton Library
Terri Garner, Director
1200 President Clinton Avenue
Little Rock, AR 72201
501-374-4242

George W. Bush Library
Alan C. Lowe, Director
1725 Lakepointe Drive
Lewisville, TX 75057
972-353-0545
Copies of This Report

This report is available on our web site at—

www.archives.gov/about/plans-reports/performance-accountability/

Links are provided to both the full report (Management’s Discussion and Analysis [MD&A], Performance and Financial sections, and Other Accompanying Information) as well as the summary report (MD&A and auditor’s report). Also located on that page are links to our Strategic Plan, annual performance plans, and past performance reports.

Copies of this report also may be obtained by electronic request via the form at—

www.archives.gov/contact/inquire-form.html

or by writing to National Archives and Records Administration, Policy and Planning Staff, 8601 Adelphi Road, Room 4100, College Park, MD 20740-6001. Please specify whether you are interested in the summary report or the full report. Also, we welcome your comments on how we can improve this report for FY 2010. Please e-mail any comments to Vision@nara.gov.

Other Web Pages of Interest

Reports, Strategic Documents, Messages from the Archivist: Find the latest information regarding our mission, vision, and strategic initiatives.

The National Archives Experience: Participate in an interactive, educational experience about the power of records in a democracy.

Archival Holdings: Find records of interest in Washington, DC, the regional archives, and Presidential libraries.

Presidential Libraries: Explore the history of our nation through the leaders who helped shape the world.

Public Documents: By law, the U.S. Government Printing Office and the Office of the Federal Register at NARA partner to publish and disseminate the official text of Federal laws, Presidential documents, administrative regulations and notices, and descriptions of Federal organizations, programs and activities.

Careers at NARA: Review current job openings and learn how to apply.

Visit NARA: Learn how to prepare for a research visit, about facility hours and locations, and more.

Prologue Magazine: Keep up to date on NARA activities through its quarterly journal. View selected articles and subscribe online.