

FISCAL YEAR 2007

ANNUAL PERFORMANCE PLAN



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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, and make grants to non-Federal institutions to support historical documentation through the National Historical Publications and Records Commission. 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 performance in FY 2006. It details the actions and outcomes that must occur in FY 2007 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 received to meet our FY 2007 objectives. Our budget is linked to the performance goals in this plan.

Operating Expenses	\$279,338
Electronic Records Archives	45,254
Repairs/Restorations	9,120
Grants	7,425
Total Budget Authority	\$341,137
Redemption of Debt	10,026
Total Appropriation	\$331,111
Total FTE	2,808

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.

We continually work to improve our performance measurement program. Our most recent upgrade of PMRS takes advantage of web infrastructure to collect our performance data from the more than 70 organizational units that send data to PMRS from all over the country. We also are using newer, more robust, enterprise-level databases to store the data and extract reports, instead of the high-maintenance desktop databases previously used for data collection. This upgrade enables us to collect our performance data more consistently and more efficiently, and allows us to store much more data for use in analyzing trends.

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 new 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 across space *and time*, 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 2007 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 2007 Resources Available to Meet This Goal: \$32,058,000; 1,418 FTE

FY 2007 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 FRC 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 Federal agency managers view their records management program as a positive tool for risk mitigation.

FY 07 Estimated Performance

- Analyze survey results to expand to senior Federal agency managers to assess their views of their records management programs as positive tools for risk mitigation.
- Conduct one records management study.

Outcome NARA will leverage its leadership position and expertise to ensure that federal agencies have effective records management planning that supports continuity of operations. 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. Expanding the integration and effectiveness of records management programs will produce cost savings and greater Government-wide efficiency. Federal business processes should have integrated records management plans that identify the records that must be retained and maintained, how those records will be accessed and stored, and what role those records play in the management of operational activities. Our nation's history is deeply rooted in the business of Government. In order 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, 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 (CIO), eliciting information regarding how they view the role of their agency records management program. This will help us make decisions about the amount of resources to invest in advocacy activities for Federal records management programs and training of Federal records managers. Follow-up surveys are planned, targeted at other senior level executives in Federal agencies.

In FY 2004, we developed criteria and internal procedures for records management studies with the objective of finding and validating best practices. We are using these studies to focus on cross-Government issues and to identify and analyze best practices and develop Government-wide recommendations and guidance. Studies will 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. We completed a records management study of the headquarters offices of the United States Air Force in FY 2005, and two additional studies in FY 2006. A further study is planned in FY 2007.

We also are working with OMB to ensure that agencies consider records management requirements when planning IT systems and developing their Enterprise Architecture. By scheduling records at the time they are created by IT systems, Federal agencies can manage their records more economically and effectively, thus meeting their business needs, ensuring that records are kept long enough to protect rights and assure accountability, and preserving records of archival value. We continue to explore different ways to better embed records management requirements in the capital asset planning and acquisition processes to ensure that records are scheduled earlier rather than later in their lifecycle. We will continue our efforts to develop a Records Management Profile in the Federal Enterprise Architecture (FEA) framework. We will also continue to develop comprehensive programmatic guidance that can be used as a reference in a future revision to the Federal Acquisition Regulation (FAR).

Key external factors OMB is assessing agencies regarding their Enterprise Architectures. We will need access to those assessments.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of senior Federal agency managers their records management programs as a positive tool for asset and risk management.</i>	—	—	—	—	—
Percent of senior Federal agency managers who view their records management programs as a positive tool for risk mitigation.	—	—	—	81*	—
Number of advocacy visits made by NARA staff.	—	—	—	—	—

*FY 2006 survey studied Chief Information Officer responses.

Milestones

- FY 2003**
 - NARA’s *Strategic Directions for Records Managers* released.
- FY 2004**
 - Criteria and internal procedures for records management studies developed.
 - Language for the FY 2006 Exhibit 300 guidance developed but not incorporated by OMB at this time.
- FY 2005**
 - Records management study of a Headquarters Office of the U.S. Air Force completed.
- FY 2006**
 - Two records management studies of Federal agencies completed.
 - Survey of Federal agencies (CIOs) to assess their view of their records management programs completed.
- FY 2007 Estimated**
 - One records management study of Federal agencies completed.
 - 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.

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. Capital Asset Planning: is part of the decision-making process for ensuring that IT investments integrate strategic planning, budgeting, procurement, and the management of IT in support of agency missions and business needs.

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

FY 07 Estimated Performance

- Increase the percentage of Federal agency customers that 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.
- Launch first official version of the Toolkit for Managing Electronic Records online.
- Register records management services into *Core.gov*.

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. As the face of records management, NARA will identify records management resources and challenges, as well as cost-effective solutions.

NARA will also increase the Government's records management resources, through studying records management challenges particular to Government, through training and certifying new records managers in every Federal agency. NARA will improve and increase the guidance that it provides to Federal agencies in meeting records management responsibilities and challenges.

Significance NARA success in meeting customer needs is the basis for evaluating its service to the Federal Government. 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. This is the most important audience for NARA's records management services, and are the best able to judge our success.

Means and Strategies A key strategy outlined in our Strategic Plan is our leadership in ensuring Federal records overall are identified, appraised, schedule, and tracked while in agency custody. By creating mutually supporting relationships with agencies, NARA's records management program adds value to agency business processes, records are managed effectively for as long as needed, and records of continuing value are preserved and made available for future generations.

A critical tactic for achieving this goal is the redesign of the processes by which Federal records overall are identified, appraised, scheduled, and tracked while in agency custody. The aim of this redesign is to create mutually supporting relationships with agencies whereby NARA's records management program adds value to agency business processes, records are managed effectively for as long as needed, and

records of continuing value are preserved and made available for future generations. Part of the strategy for carrying out this plan is to build the Electronic Record Archives, an application that will support the scheduling and accessioning of Federal records. 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.

OMB's Federal Enterprise Architecture Business Reference Model (BRM) describes the Federal Government by the business operations it performs. The BRM identifies four business areas that provide a high-level view of the operations the Federal Government performs. These four business areas comprise a total of 39 external and internal lines of business and 163 sub-functions. NARA is using this model to develop cooperative records management projects for agencies with common lines of business.

In FY 2005 we began our participation in the Office of Personnel Management's (OPM) electronic Official Personnel File (e-OPF) project. Over the course of this project we appraised and updated the General Records Schedule for Civilian Personnel Folders (GRS 1). We also updated NARA-related guidance in the OPM Guide to Recordkeeping and will collaborate with OPM to develop Frequently Asked Questions (FAQ) to assist agencies in complying with record keeping requirements when they convert to the e-OPF system. This and projects like it may produce common records schedules, standardized records management processes, or other common products. The outcome of cooperative records projects across multiple agencies with common lines of business is that records management will support the business need, making it easier for agencies to create and manage the records they need to carry out their mission and collaborate with other agencies performing the same line of business.

Electronic records management is a critical component of e-Government. As the managing partner for one of the Administration's e-Government initiatives, NARA is collaborating with the Department of Defense, the Environmental Protection Agency, and other agencies to develop practical recordkeeping guidance and solutions for managing electronic records. In FY 2003 and FY 2004, NARA's Electronic Records Management (ERM) Initiative developed guidance for agencies implementing records management applications and added six new formats of permanent electronic records that agencies can transfer to NARA. In FY 2006, the ERM Initiative continued to promote the transition to Government-wide electronic records management with additional guidance products.

NARA is working with the Department of Defense (DoD) to extend the DoD 5015.2-STD to include interoperability specifications. Future transitional products will be developed as NARA issues policies to implement section 207(e) of the E-Government Act of 2002, working with partner agencies under the aegis of the Interagency Committee on Government Information. One of these products is an online toolkit for agencies, which includes references to ERM system requirements, checklists, citations to applicable standards, best practices, guidance, a revised general records schedule, flexible and front-end scheduling, promotion of new transfer formats, and targeted ERM assistance to Federal agencies. We launched the "proof-of-concept" of this web portal in FY 2006 and will obtain feedback from agencies as they use this test version. We will incorporate input from agencies into our design and will implement an official version by the end of FY 2007. The toolkit is available at www.toolkit.archives.gov.

The Records Management Services (RMS) project is designed to make functional requirements for software service components that support management functions and activities available to government, industry, and academia. In FY 2005, we obtained agency stakeholder participation and documented requirements for development of records management service components. These requirements were the basis for a Request for Information issued by the Object Management Group to industry in FY 2006. In

2007, we will work to register the RMS specifications and other materials in the *CORE.gov* repository, for wider distribution within the Federal government.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent increase in the number of Federal agency customers that are satisfied with NARA records management services.</i>	—	—	—	10	10
Percent of Federal agency customers that are satisfied with NARA records management services.	—	57	—	78	
<i>Performance target for cumulative number of Federal Enterprise Architecture Business Reference Model sub-functions covered by cooperative records projects.</i>	—	—	1	2	2
Cumulative number of Federal Enterprise Architecture Business Reference Model sub-functions covered by cooperative records projects.	—	—	0	0	
Number of Federal Enterprise Architecture Business Reference Model sub-functions.	—	153	163	163	163
<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
Percent of records management training participants taking a NARA records management course for the first time.	—	11	32	35	
Number of Federal agency staff receiving NARA training in records management and electronic records management.	3,497	4,166	3,366	4,234	
Number of records management training participants who are taking a NARA records management course for the first time.	—	442	1,069	1,484	
Number of distance-learning participants who are taking a NARA records management course for the first time.	—	—	—	—	
Number of records management training participants that NARA certified this year.	—	—	47	320	
Median time for records schedule items completed (in calendar days).	155	253	372	336	
Average age of schedule items completed (in calendar days).	274	332	339	374	
Number of schedule items completed.	4,686	3,182	4,260	3,892	
Number of open schedules in the backlog.	986	708	482	365	
Percent of completed schedules that cover high value records	—	—	—	—	
Percent of records schedule items submitted and approved electronically.	—	—	—	—	—
Percent of agency survey respondents who agree that NARA's records management guidance products are significant, timely, and useful to their agency.	—	—	—	—	

Milestones

FY 2003

- Policy review of NARA's record management policy and guidance completed.
- NARA's *Strategic Directions for Federal Records Management* released.
- Transfer guidance for two more electronic record formats issued (scanned images of textual records and PDF).
- Version 2 of DOD 5015.2 standard endorsed.
- Records management application pilot in two NARA units deployed.

- FY 2004**
- NARA's records management training program redesigned and distance-learning component established.
 - Certification program for records management professionals established.
 - Concept of operations for automated workflow and collaboration tools to support the redesigned scheduling and appraisal process developed.
 - Federal agencies survey to determine baseline satisfaction with NARA scheduling and appraisal services.
 - Records management application in two NARA units completed.
 - Transfer guidance for three more electronic records formats issued (digital photography, geographical information systems, web pages).
- 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 Estimated**
- First official version of the Toolkit for Managing Electronic Records portal launched.

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 Center Program annually retains 98 percent of its customers.

FY 07 Estimated Performance

- Retain 98 percent of Federal Records Center Program customers.
- Make ready 95 percent of Federal agency reference requests within the promised time.
- Answer 75 percent of written requests to the National Personnel Records Center within 10 working days.
- Implement results of the production scan pilots.
- Award contract for the development of the Archives and Records Center Information System (ARCIS).
- Offer additional e-media storage services, such as data conversion and tape rotation.

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 electronic records necessary to meet business needs, and electronic records of archival value are preserved.

Significance The NARA Federal Records Center Program 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 and more Federal records are created and managed in electronic formats, NARA needs to respond 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 is ready and 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 media, and remote servicing of electronic records such as electronic Official Military Personnel Files (OMPF). As experience is gained through pilot services, the FRCP will expand those services to more complex or advanced electronic records-related activities, such as data migration and vital records services.

The FRCP needs to replace 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 15-25 years. Most importantly, these systems no longer support the new FRCP reimbursable financial environment. An Archives and

Records Center Information System (ARCIS) will provide robust inventory and space management for more than 24 million cubic feet of records; web-based, real-time support for all business transactions such as the recall of records by Federal agencies; a management information system to measure all facets of FRCP performance; and easy to use data sharing capabilities with the FRCP customers. NARA's FRCP and ERA, when available, will work in harmony 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.

One of our biggest customer service challenges has been to reduce the response time for requests for veterans' records. At the National Personnel Records Center (NPRC) in St. Louis we are completing a multi-year business process re-engineering project to bring the average response time on requests for modern military service records from several weeks to 10 working days, particularly for military service separation requests, which make up a large proportion of the requests we receive. The changes required to make improvements included major organization changes, process changes, and the deployment of the Case Management and Reporting System, a workflow tool that supports our redesigned processes. Some of the changes have been dramatic, even disruptive, as old processes are put aside and new ones are learned; other modifications—training and other changes that address the underlying nature of the organization—are so pervasive and far reaching that they naturally take some time to affect the culture of that organization. We have seen steady improvements in our response rates and the satisfaction of our customers, making this effort a resounding success.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of customers retained by Federal Records Centers annually.</i>	—	—	—	—	98
Percent of customers retained by Federal Records Centers annually.	—	—	—	—	
Number of customers served annually.	—	—	—	—	
Number of new customers per year.	—	—	—	—	
Percent of revenue coming from new services.	—	—	—	—	
<i>Performance target for percent increase in customer satisfaction with Federal Records Center Program services.</i>	—	—	—	—	<i>Establish baseline</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>	90	90	95	95	95
Percent of Federal agency reference requests ready within the promised time.	94	96	97	98	
<i>Performance target for customers with appointments for whom records are waiting at the appointed time.</i>	99	99	99	99	99
Percent of customers with appointments for whom records are waiting at the appointed time.	99.9	99.3	99.4	99.8	
<i>Performance target for percent of written requests to the National Personnel Records Center answered within 10 working days.</i>	—	—	—	—	75
Percent of written requests to the National Personnel Records Center answered within 10 working days.	38	56	59	67	

Performance Data	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for requests for military service separation records at the National Personnel Records Center answered within 10 working days.</i>	—	70	95	95	95
Percent of requests for military service separation records at the National Personnel Records Center answered within 10 working days.	37	75	88	91	
Number of military service separation records (DD-214) requests answered (in thousands).	390	372	352	442	
Average price per request for military service separation records.	\$29.70	\$29.70	\$29.70	\$29.70	
Percent of requests for all military service records at the National Personnel Records Center (NPRC) in St. Louis answered within 10 working days.	28	48	52	61	

Milestones

FY 2004

- Case Management and Reporting System functionality fully implemented at NPRC.
- Pilot for remote servicing capability for electronic OMPFs for Army established and tested.

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 the 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 Estimated

- Results of the production scan pilots implemented.
- Contract for ARCIS awarded.
- Additional e-media storage services, such as data conversion and tape rotation, offered.

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 07 Estimated Performance

- Hire and begin staff training for George W. Bush Presidential Library on processing of Presidential records and initial control of the Bush gift collection.

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 20, 2009, we will 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.

We know that the current Administration will transfer to NARA more textual and exponentially more electronic Presidential and Vice Presidential records than any previous 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 will work 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 will continue our established working relationships with and providing 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. With the approval of Presidential and Vice Presidential representatives, we will prepare inventories, define requirements, and facilitate preparation of other inventories by White House staff, and gather inventories prepared throughout the Administration by White House staff. We also will provide archival guidance and advice to the Presidential and Vice Presidential staffs on the recordkeeping and disposition requirements of the PRA. We will survey, analyze, and prioritize electronic records systems that will need to be online immediately, and we will be taking in and plan for their migration over time.

Early staffing is key to our success because of the advanced training 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. In FY 2007, we will hire 5 staff to begin training.

Key external factors Our success depends greatly on the cooperation of both 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 Estimated

- 5 staff (4 archivists and 1 registrar) hired for George W. Bush Presidential 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 07 Estimated Performance

- Achieve 100 percent viability on developed NARA Headquarters Continuity of Operations Plans.
- Issue Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials to occupants of the National Archives Building.
- Manage 75 percent of the documents submitted for publication in the *Federal Register* using eDOCS.

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 Preparedness Circular 65 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 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 2007, we will issue FIPS-compliant Federal identity

credentials to personnel in the National Archives Building. We will begin development of COOP templates for other NARA-owned facilities and test the viability of our Headquarters COOP.

We will establish the ability to ensure that we can publish the daily *Federal Register* every business day of the year regardless of external threats or natural disasters. This will enable us to switch over to that site without interruption. Specifically, during a COOP event, we must be able to receive electronic and hardcopy submissions of Federal agency *Federal Register* documents. We must be able to edit, index, save versions, and “okay for print” final versions of these submissions. Staff must be 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 must be able to transmit the final versions of the documents to GPO for printing and online dissemination of the daily *Federal Register*. In FY 2007, we will begin to equip space at an alternate location to provide these functions.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of developed NARA Continuity of Operations Plans that achieve viability.</i>	—	—	—	—	100
Percent of NARA Continuity of Operations Plans that achieve viability.	—	—	0	25	
Number of NARA facilities that are covered by a viable COOP.	0	0	0	1	
Number of NARA facilities that are covered by a COOP.	0	0	4	4	
<i>Performance target for percent of documents Federal Register manages electronically using eDOCS.</i>	—	—	50	75	75
Percent of documents Federal Register manages electronically using eDOCS.	—	9	22	75	

Milestones

- FY 2004**
 - eDOCS deployed into Federal Register production.
 - Validated legal documents submitted electronically for publication in the *Federal Register* from 3 agencies accepted.
- 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 Estimated**
 - Federal Information Processing Standard (FIPS) 201-1 Federal Identity Credentials issued to occupants of the National Archives Building.

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

Definitions COOP viability: NARA Headquarters and Federal Register must perform essential functions with and without warning regardless of emergency circumstances within 12 hours of activation of COOP for up to 30 days to include reconstitution of normal operations. Viability also includes regular testing, training, exercising of NARA personnel, equipment, systems, processes, and procedures used to support NARA during a COOP event.

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 07 Estimated Performance**
 - Establish a supportive partnership in the national response to

emergencies in 50 percent of FEMA regions.

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 are 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 To have any role, however, we need to have previously established a relationship with the national response coordinator, the Federal Emergency Management Agency (FEMA). As a direct result of NARA’s recent leadership in this area, through collaboration with the Department of Homeland Security’s Office of Infrastructure Protection, “electronic and non-electronic records and documents” are now defined as national assets to be protected. However, they are not yet included in the National Response Plan (NRP), which is necessary if they are to be protected in responses to emergency. We will continue our work in upcoming revisions of this important document to ensure that the value of records is recognized, much as natural and cultural resources and historic properties are now recognized as the responsibility of the National Park Service (NPS) in the NRP. We are exploring the possibility of partnering with the NPS to assist in the protection and preservation of records on one of their Emergency Support Functions in the NRP.

Through NARA’s encouragement and leadership, all 50 states are including preparedness plans for protecting records in their State disaster plans. We will continue our work with state, local, and tribal governments and the general public 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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of FEMA regions in which we have established a supportive partnership in the national response to emergencies.</i>	—	—	—	—	50
Percent of FEMA regions in 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 Estimated

- Report to the White House and the Congress on status of disaster preparedness for vital and historical records in each statement completed in partnership with CoSA.
- NARA disaster preparedness and recovery training program revised and piloted.

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, 75 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 2007 Resources Available to Meet This Goal: \$134,972,000; 556 FTE

FY 2007 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, 75 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					✓			

FY 2007 Budget Linkage	Records Services	Archives Related Services	Electronic Records Archives	Archives II Facility	Revolving Fund	Trust Fund	NHPRC	Repairs & Restoration
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 07 Estimated Performance**
- Identify and schedule 10 percent more Federal agency electronic records than we scheduled in FY 2006.
 - Define and develop two standard templates for records transferred to NARA.

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.

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 Electronic 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.

The first increment of the ERA system will provide the basic ERA infrastructure, enabling NARA to manage electronic transfers and storage of electronic records in their original formats. It will also provide the management and technology controls upon which, in the future, these records will be accessible and preservable.

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. Throughout FY 2007 we will continue collecting information from Federal agencies to identify unscheduled electronic records and learn more about the electronic records challenges Federal agencies face. 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.

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent increase in number of archival records transferred to NARA at the scheduled time.</i>	—	—	—	—	10
Percent of archival records transferred to NARA at the scheduled time.	—	—	—	—	
Percent of archival electronic records transferred to NARA at the scheduled time.	—	—	—	3.4	
Number of electronic records transferred in one of the new transfer formats (in millions of logical data records)	—	.0001	.03	5	
Size of accessioning backlog	—	—	—	—	
Number of records transferred (in cubic feet)	—	—	—	—	
Number of electronic records transferred (in millions of logical data records)	—	534	85	348	

Milestones

FY 2003

- Transfer guidance for two more electronic record formats issued (scanned images of textual records and PDF).
- Transfer standards for permanent electronic records in the following formats: e-mail with attachments, scanned images of permanent textual records, and Portable Document Format established and issued.

FY 2004

- Transfer guidance for three more electronic records formats issued (digital photography, geographical information systems, and web pages).
- Select Federal agencies surveyed to identify electronic systems that generate electronic records, and priorities for scheduling these records developed.

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.
- 10 percent more Federal agency program-related systems that generate electronic records identified and scheduled than in FY 2005.

FY 2007 Estimated

- Pilot repository with legacy records control schedules populated so that some schedules will be in the first increment of ERA.
- Two standard templates for records transferred to NARA defined and developed.

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 07 Estimated Performance**
- Establish new business processes for processing archival holdings.
 - Establish baseline of unprocessed backlog of archival holdings and create the capability to measure it accurately.

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, 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 (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, flagging records that have privacy or national security classifications, providing enhanced descriptions of the records content as well as 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 deal with this backlog and make our holdings accessible to the public, we will examine our work processes and re-engineer them to make them as effective as possible. We will seek out and develop partnerships to assist in this effort, and will realign our business systems, processes, and resources where appropriate. In FY 2007, we will also develop a methodology and capability for tracking our progress against our targets.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<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>
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>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Cumulative percent of Clinton Presidential and Vice Presidential traditional records processed.	1	2	3	3	
Cumulative cubic feet of Clinton Presidential and Vice Presidential traditional records.	37,686	39,049	34,818	36,589	
Cumulative cubic feet of Clinton Presidential and Vice Presidential traditional records processed.	291	752	944	1,122	

Milestones

FY 2006

- Processed Clinton Presidential and Vice Presidential records opened on January 20, 2006.
- Workload analysis study for textual records completed.

FY 2007 Estimated

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

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 07 Projected Performance

- Streamline the declassification process and support the establishment of a National Declassification Initiative to assist agencies in reviewing their equities in classified holdings.
- Conduct 12 Executive Branch declassification program reviews.
- Establish baseline scores of agency declassification reviews assessed by ISOO.

Outcome More records are declassified and available for public use.

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 as a means of assessing those programs. Credible data are essential to making these assessments. Further, an important component of the security classification program is declassification, in particular the automatic declassification program.

Means and Strategies On March 25, 2003, the President issued Executive Order 13292 amending Executive Order 12958. Among the many changes is the extension of the automatic declassification deadline from April 17, 2003, to December 31, 2006, for most classified records; to December 31, 2009, for records with classified equities belonging to more than one agency; to December 31, 2011, for most classified records consisting of special media; and to December 31, 2016, for records consisting of special media and containing classified information belonging to more than one agency. While the Executive branch for the most part has 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. Through collaborative working groups, policy revisions, and increased oversight, ISOO will 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.

Key external factors Security concerns related to the global war on terrorism may divert resources from declassification efforts or lead to the withholding of additional records. Agencies' cooperation is essential to identifying the records subject to automatic declassification, impediments to meeting the new deadline, and solutions to these impediments.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent increase in number of agency declassification reviews that receive high scores as assessed by ISOO.</i>	—	—	—	—	<i>Establish baseline</i>
Number of agency declassification reviews that receive high scores as assessed by ISOO.	—	—	—	—	
Number of agency declassification reviews assessed by ISOO.	—	—	—	—	
Number of pages declassified government-wide (in millions of pages)	43.1	28.4	29.5	TBD	
Per page cost of Government-wide declassification	\$1.25	\$1.70	\$1.93	TBD	
Total cost of declassification Government-wide (in millions of dollars)	\$53.8	\$48.3	\$57.0	TBD	

**FY 2006 data is collected from Federal agencies and will be reported to the President in 2007.*

Milestones

FY 2003

- Interviews with agencies that make classification decisions in automated systems, including e-mail systems, completed.
- Third review of the National Industrial Security Program completed.
- 15 Executive Branch agencies program reviews completed.

FY 2004

- Universe of records subject to section 3.3 of the Order identified through agencies' declassification plans.
- Impediments and solutions to meeting the December 31, 2006 deadline identified.
- Guidance about how to collect data on the number of classification decisions made in automated systems, including e-mail, developed and distributed to Executive branch agencies.
- 75 agencies tasked to develop a declassification plan. Of these, 28 agencies did not need plans because they had no records subject to automatic declassification. Of remaining 46 agencies required to develop plans, 30 plans were acceptable and 16 needed additional work to be acceptable.

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 Estimated

- 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.

Data source Quarterly performance reports to the Archivist. Information Security Oversight Office, 2005 Report to the President (<http://www.archives.gov/isoo/reports/2005-annual-report.pdf>) and 2005 Report on Cost Estimates for Security Classification Activities (<http://www.archives.gov/isoo/reports/2005-cost-report.pdf>).

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. 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 Declassification 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 senior official or 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 07 Estimated Performance**
- Implement the National Declassification Initiative to collaboratively work with agencies on resolving their equities in NARA's classified holdings.
 - Index 1 million pages in the Interagency Referral Center.
 - Scan 500,000 pages of Presidential archival materials 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 requires 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, and the extra work required by the Kyl and Lott Amendments, we hired experienced contract personnel to survey, review, and prepare records for release. These contractors worked primarily on Presidential materials from the Eisenhower through Carter administrations.

We use the Archives Declassification Review and Redaction System (ADRRES) to track our performance against the goal of having all records over 25 years old appropriately declassified, exempted or referred under the provisions of Executive Order 12958 as amended. ISOO uses ADRRES to support the Interagency Security Classification Appeals Panel (ISCAP) in its mandated functions of deciding on appeals concerning mandatory declassification reviews, appeals concerning classification challenges, and approval of agency declassification guides. 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.

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. 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.

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) to prepare and scan classified materials for distribution to agencies with equities in the documents. CIA is funding all of the technological development, hardware, and software for the project.

Meeting the targets of Executive Order 12958 will be a significant challenge at the Reagan Library, which holds the next Presidential collection to which the executive order declassification review provisions must be applied. With about 8 million pages of largely unprocessed textual classified holdings, this represents more classified pages than all of the previous libraries combined. Once the huge declassification backlog is cleared there, we will begin to address the backlog at the George H.W. Bush Library.

Key external factors Security concerns related to the war on terrorism may divert resources from 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 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.

Special declassification projects also reduce the amount of declassification that can be accomplished with existing resources. 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 documents by other agencies. Agencies must conduct reviews of their equities in the scanned documents before the libraries can process the records for release.

New employees hired for the declassification program cannot start work with classified records for many months until their security clearances are approved.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for annual number of pages indexed through the Interagency Referral Center (in thousands)</i>	—	—	—	—	1,000
Annual number of pages indexed through the Interagency Referral Center (in thousands)	—	—	—	—	
Backlog of pages of Federal records at start of year (in thousands).	18,980	25,581	25,020	25,483	
Annual percentage of Federal records NARA reviewed that are more than 25 years old for which NARA has declassification authority.	7	2	2	2	
Backlog of Presidential materials at start of year (in thousands).	960	806	668	218	
Annual percentage of Presidential records NARA reviewed that are more than 25 years old for which NARA has declassification authority.	16	17	67	100	
Annual number of Federal pages reviewed (in thousands).	1,257	547	605	602	
Annual number of Federal pages declassified (in thousands).	340	116	35	89	
Annual number of Federal pages released (in thousands).	1,092	994	527	562	
Annual number of Presidential pages reviewed (in thousands).	154	138	449	228	
Annual number of Presidential pages declassified (in thousands).	71	94	94	89	
Annual number of Presidential pages released (in thousands).	71	94	78	89	
<i>Performance target for annual number of Presidential pages scanned (in thousands).</i>	600	300	300	500	500
Annual number of Presidential pages scanned (in thousands).	470	500	563	506	
Cost per page declassified (Federal and Presidential).*	\$23.44	\$24.29	\$27.60	TBD	

*Declassification costs are derived from annual reports submitted to ISOO. We receive this report approximately nine months after the end of the fiscal year.

Milestones

FY 2004

- Survey of those record groups that are not being reviewed by the originating agency conducted to determine which agencies have equities in the records and appropriate referrals to those agencies made.

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 Estimated

- National Declassification Initiative to collaboratively work with agencies on resolving their equities in NARA's classified holdings implemented.
- 500,000 pages of Presidential archival materials eligible for declassification review as part

- of the Remote Archives Capture project scanned.
- 1 million documents in the Interagency Referral Center indexed.

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 07 Estimated Performance**
- Determine location for a new National Personnel Records Center.
 - Develop staging plan for moving military personnel records to the new National Personnel Records Center.
 - Complete certification and acceptance of Nixon Presidential Library.

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 Museums (including the new Nixon Presidential Library), and the new 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.

While our state-of-the-art facility in College Park, Maryland, and the renovated National Archives Building in Washington, DC, provides 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.

In our regions, we are focusing on two facilities with terminating leases—Fort Worth and Kansas City. By the end of 2008, NARA needs to relocate the regional archives operations in Fort Worth, Texas

(Southwest Region) and Kansas City, Missouri (Central Plains Region). 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 separate public-use facilities in Fort Worth and Kansas City that are strategically located to provide easy access to NARA's programs and resources by researchers, teachers, students, and the general public that we serve.

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 record center and archival records. Military Personnel Records (MPR), Civilian Personnel Records (CPR), 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 particle and gaseous filtration, and antiquated designs that are not conducive to efficient storage or retrieval of records. Replacement facilities within the St. Louis metropolitan area that meet the specific storage requirements for all military and civilian official personnel records are needed. Toward this goal, NARA completed a requirements study that identified storage space needs for new facilities to house over 4.2 million cubic feet of records. This includes all current NPRC holdings. Staff is developing a project plan to prepare the Official Military Personnel File (OMPF) collection for the move and to carry out the move itself. The comprehensive move plan will identify all required actions to move the records from their current locations when a new facility is ready.

Creation of a Federally-operated Richard M. Nixon Presidential Library will allow 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. As a result of the legislation that allows for the creation of a Federally-operated Richard M. Nixon Library, the Richard M. Nixon Birthplace and Library Foundation has undertaken a project to renovate the existing Nixon Library in Yorba Linda, California. The renovation will be completed in FY 2007. In FY 2006, we forwarded to Congress a proposal for the acceptance of the Richard M. Nixon Library that includes detailed information about further improvements to the facility that will be necessary before the archival Presidential materials currently stored in College Park, Maryland, can be transferred. We have an interim occupancy agreement with the Richard Nixon Library and Birthplace Foundation. We have begun transferring Nixon Presidential holdings to that facility from two of our facilities and the currently private Nixon Library. This first phase of the move will transfer artifact holdings.

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 2004	FY 2005	FY 2006	FY 2007
Percent of NARA archival holdings in appropriate space	52	53	57	
Number of archival traditional holdings (in thousands of cubic feet)	3,025	3,166	3,299	
Percent of artifact holdings in appropriate space	42	42	42	
Number of artifact holdings (in thousands)	528	543	544	
Percent of electronic holdings in appropriate space	100	100	100	
Number of electronic holdings in appropriate space (in millions of logical data records)	4,743	8,108	10,547	

<i>Performance Data</i>	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance Target for cost of compliant archival storage space per cubic foot of traditional holdings stored (adjusted for inflation).</i>	—	—	—	\$5.78
Cost of archival storage space per cubic feet of traditional holdings stored	\$5.84	\$6.37	\$5.72	

Milestones

FY 2003

- Restoration and preservation of the Rotunda murals completed and murals reinstalled.
- Conservation work completed and Charters of Freedom redisplayed in the Rotunda.
- Renovation modifications in the Rotunda completed, except for resolving a quality problem with the decorative bronze ornamentation on the display cases.
- Construction of new microfilm research room, research center, and library in the National Archives Building completed.
- Installation of two new chillers for HVAC supply completed and construction of new steam tunnel along Constitution Avenue completed.
- Cold storage room completed and renovated Presidential Gallery at Eisenhower Library opened.
- Construction of Roosevelt Library Visitors Center 86 percent complete.
- Phase 1 of renovation and addition project at Ford Museum completed.
- Kennedy Library plaza and seawall repair project completed.
- 60 percent completion of renovation and addition to the Reagan Library reached.
- Construction contract awarded for the Southeast Regional Archives.

FY 2004

- Renovation of the National Archives Building 95 percent completed.
- Renovation and expansion of the Reagan Library completed.
- Renovation and expansion of the Ford Museum completed.
- Construction of Roosevelt Library Visitors Center completed.
- Move of Clinton Presidential Materials Project to new library facility completed.
- Study of digitization and facility storage options for long-term preservation of military service records completed.
- 75 percent of the construction of the Southeast Regional Archives completed.

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 Estimated

- 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.

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 07 Estimated Performance**
- Complete construction of new records center facility in Fort Worth, Texas.
 - Complete 100 percent of the move into the new records center facility in Fort Worth.
 - Complete 100 percent of the move from Bannister Road records center in Kansas City.

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. Working with GSA we developed an Energy Saving Operating Plan for the Washington National Records Center that will allow us to upgrade our HVAC systems to meet new standards while paying for the systems through utility cost savings.

In Fort Worth, GSA notified NARA that the building housing records center storage for the Southwest Region must be vacated. In 2004, we developed facility lease requirements for a new records center, and in FY 2005 we solicited for and selected a developer to build the new facility. We occupied office space and the first record storage bay in the new building on November 17, 2006. A second bay will be ready in early February 2007, and the third and fourth by June 2007. The fourth and final bay is divided into two sections, one for archival records and one for records center storage. We will also consolidate 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 still has expansion opportunities.

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

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Percent of NARA records center holdings stored in appropriate space.	—	—	—	—	
Percent of NARA records center facilities certified as meeting the 2009 regulatory storage standards	—	0	9	9	

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Volume of records center holdings (cubic feet in millions).	23.2	24.1	24.5	25.1	
Storage price per cubic foot for records center holdings.	\$2.10	\$2.16	\$2.16	\$2.28	

Milestones

FY 2003

- Build out of three new records center storage bays in Dayton completed.
- Additional records center storage space in the Kansas City area acquired.
- Solicitation for Offer and Lease Agreement for a facility to replace the records center in Atlanta executed.
- Market survey of potential records center space in St. Louis area completed.
- Market survey of potential records center space in Southern California area completed.

FY 2004

- Repair or relocation plans for bringing NARA records centers into compliance with regulatory storage standards developed.
- Shelving completed and moved into new records center facility in Dayton.
- Records center facility at Lenexa expanded and moved records into facility.
- Solicitation for Offer and Lease Agreement for a facility in Southern California to replace the Laguna Niguel records center completed.
- Build out of three replacement records center bays in Atlanta completed.
- Construction of a new records center facility in Atlanta to replace East Point records center completed.
- Bluegrass Annex in Philadelphia closed.

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 Estimated

- Construction of new records center facility in Fort Worth completed.
- 100 percent of move into new records center facility in Fort Worth completed.
- 100 percent of move out of Bannister Road records center in Kansas City 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 07 Estimated Performance

- Establish new baseline of archival holdings requiring preservation action and create the capability to measure it accurately.
- Appropriately treat or house 20,000 cubic feet of NARA's at-

risk archival holdings so as to retard further deterioration.

- Inventory and rehouse cumulative 69 percent of OMPFs.

Outcome At-risk 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, duplicate and/or reformat records at high risk for deterioration.

Means and Strategies We must preserve a 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. We continue to work to appropriately treat, reformat and house the at-risk records. Examples of at-risk records include acetate-based still photography and microfilm, audio recordings requiring obsolete equipment, videos, brittle and damaged paper records, and motion pictures. These records provide information and our history pertaining to a wide range of subjects and events; they include records documenting the service of American's veterans. In FY 2005 and FY 2006, we conducted major surveys to determine the overall condition of our textual holdings. These studies indicated that two-thirds of NARA's textual records are at risk and require preservation actions, such as improved storage, housing, reformatting and conservation treatment.

Among the many preservation methods we use to extend the life of our holdings, one in particular is undergoing a marketplace transition. Digital work processes and materials are replacing analog processes and materials. To ensure the continued availability of our holdings, we reformat them, using more current media. To date, that operation has been accomplished predominantly with analog equipment and supplies. However, over the past couple of years, the transition from analog to digital media and processes is taking place at a rapid pace, with major photographic, film, audio and video manufacturers reducing or eliminating traditional analog products. Within five years, few photographic and other analog products—such as videotape, audiotape, 35 mm film, and microfilm—will be available. Nonetheless, we hold significant numbers of audio, video, paper and film records that need to be reformatted in order to preserve the information they hold. Without reformatting options, much of America's visual and audio documentary heritage from the 19th and 20th-century in danger, as well as more than 1 billion pages of paper records and images on microfilm. We are in a race against time to reformat the records in need. An important part of solving these issues is that we must transition from analog reformatting to digital reformatting processes.

At our National Personnel Records Center (NPRC) in St. Louis the records of the service of our 20th-century military veterans require immediate preservation attention. These records comprise more than 3 billion pages in 1.5 million cubic feet of space, and represent the records of more than 56 million service men and women since 1885. Simultaneous to our study of the options for housing the Official Military Personnel Files (OMPFs) and in anticipation of moving the collection, NARA conducted a comprehensive physical needs assessment of the collection during 2003. We learned that 85 percent of the OMPFs contain paper-based formats that are unstable, meaning they deteriorate quickly, and more than 30 other types of media or information formats were discovered during the survey, including metal dog tags, hair samples, blood strips, rifle targets, and plastic ID cards. Eighty percent of the files have some type of damage, such as tears, embrittlement, burns, mold, and folding. As a result, reformatting these records to ensure their long-term preservation is a massive challenge, and getting them relocated

into a properly controlled environment is an essential, cost-effective first step in stabilizing their condition.

Over the past several years, work on the OMPF's focused on addressing the accessibility and archival storage needs of the oldest, most fragile records. These records, representing slightly more than one percent of the files in the collection, date back to 1885 and contain data about Navy and Marine Corps enlisted personnel who served prior to World War II. Beginning with the accessioning of these first 20,000 cubic feet of records in 2004, NARA's archival holdings at St. Louis will gradually expand to include significant volumes of OMPFs and related records.

In FY 2005 we conducted major surveys to determine the overall condition of our holdings. During FY 2005 we also entered additional records into our at risk databases, significantly increasing our at-risk backlog. As our assessment work continues, the backlog will increase further. We will be working hard to keep pace and make progress in solving the preservation challenges for the at-risk holdings.

Key external factors Unusually large increases of new at-risk records, such as the recent accessioning of OMPFs, increases in cost of leasing cold storage space, and growing or shifting public demands for the use of at-risk records could delay achievement of performance objectives. Limitations on the availability of appropriate storage facilities, insufficient preservation staff and the limited availability of funds for contracting will affect our ability to address preservation requirements.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of archival holdings that require preservation action.</i>	—	—	—	—	<i>Establish Baseline</i>
Percent of archival holdings that require preservation action.	—	—	—	—	
Backlog of holdings requiring preservation action.	—	—	—	—	
<i>Performance target for percent of cumulative backlog ever treated.</i>	36	40	43	33	—
Percent of cumulative backlog ever treated.	35	41	47	37	—
Volume of at-risk archival holdings that received conservation treatment this year (thousands of cubic feet)	17	19	27	29	
Cumulative volume of at-risk archival holdings in cold storage (thousands of cubic feet).	74	80	86	90	
<i>Performance target for cumulative percent of OMPFs inventoried and rehoused.</i>	—	—	8	35	69
Percent of OMPFs inventoried and rehoused.	—	—	5	41	

Milestones

FY 2003

- Risk assessment of OMPFs performed.

FY 2004

- Analysis of OMPF risk assessment completed.
- 4 staff hired to prepare move preparation plan and actual move plan for OMPFs.
- OMPF move preparation plan completed.

FY 2005

- Textual preservation study completed.

FY 2007 Estimated

- New baseline of archival holdings requiring preservation action established and the capability to measure it accurately created.

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

Definitions At-risk: records that have a media base near or at the point of deterioration to such an extent that the image or information in the physical media of the record is being or soon will be lost, or records that are stored on media accessible only through obsolete technology.

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 2007 Resources Available to Meet This Goal: \$54,750,000; 101 FTE

FY 2007 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 07 Estimated Performance**
- Sustain 95 percent of archival electronic holdings processed to the point where researchers can have efficient access to them.
 - Complete data cleanup and data migration planning from legacy systems migrating to ERA in Increment 1.

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

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 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.

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. 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. In FY 2004, NARA received 1.2 terabytes of data from the 9/11 Commission. During FY 2005, the National Commission on Terrorist Attacks Upon the United States transferred 1.2 terabytes of data to NARA. In FY 2006, we received a large volume of records from the Columbia Shuttle Accident Investigation Board (CAIB). The transfer volume projected for 2007 is more than a thousand 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 in the Federal Government is about 50 percent per year. At that rate, by the time we have a fully functional Electronic Records Archives (ERA), even greater quantities of information will have been transferred to NARA by Federal agencies.

Our ability to promptly process archival electronic records will be significantly enhanced by the creation of an Electronic Records Archives (ERA). While NARA's existing capacity to process electronic records is higher than it has ever been, it 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 385 gigabytes of data per year. Until the ERA system is operational, we will extend and expand our existing systems to attempt to keep up.

In FY 2004 we added electronic tape autoloaders and modified software to increase the capacity and speed of initial preservation (i.e., making an exact copy onto archivally acceptable media) of records through our existing Archival Preservation System (APS). We further integrated digital linear tape into the archival tape copying process by purchasing software that will analyze and certify new digital linear tapes as free of errors and defects. In FY 2005, we contracted for a study of the existing processing capabilities and capacities of both APS and the Archival Electronic Records Inspection and Control System (AERIC). During FY 2006 we implemented the new technologies needed to support the copying and verifying of larger volumes of diversely formatted records. Despite these steps, we expect significant challenges to our ability to keep up with the volume of archival electronic records transferred to NARA in the near future.

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

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of archival electronic accessions processed.</i>	—	—	—	—	95
Percent of archival electronic accessions processed.	100	90.6	95.5	98.5	—
Percent of archival electronic accessions unprocessed.	0	9.4	4.5	1.5	—
Size of accessioning backlog (in millions of logical data records).	—	529	369	383	
Median time (in calendar days) from the transfer of archival electronic records to NARA until they are available for access.	450	736	413	241	

Milestones

FY 2003

- Accession Management Information System redesigned.
- Version 6.0 of the current Archival Preservation System application developed and installed.

FY 2004

- New Accession Management Information System installed.
- Certification software for new Digital Linear Tapes on the current Accession Preservation System installed.
- Copying capacity of the current Accession Preservation System expanded.
- Technologies that can support copying and verifying electronic records in the following formats studied: e-mail with attachments, scanned images, Portable Document Format, digital images, World Wide Web files, and Geographic Information System files.

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 Estimated

- Legacy system functionality supported in ERA.
- Data cleanup and data migration planning from legacy systems migrating to ERA in Increment 1 completed.

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 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 07 Estimated Performance

- Test pilot lifecycle management plans for select electronic records using criteria established for levels of service.

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 record in any format. 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. 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 specific accessions. 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." 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 from one set of records to the next, depending on individual circumstances.

To prepare for these capabilities, in FY 2005, we established criteria for levels of service for select electronic records, and in FY 2006, we developed pilot 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.

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

Milestones

- | | |
|--------------------------|--|
| FY 2005 | <ul style="list-style-type: none"> • Criteria for levels of service for archival electronic records established. |
| FY 2006 | <ul style="list-style-type: none"> • Lifecycle management plans for select electronic records developed using criteria established for levels of service piloted. |
| FY 2007 Estimated | <ul style="list-style-type: none"> • Lifecycle management plans for select electronic records using criteria established for levels of service tested. |

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

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

- | | |
|------------------------------------|---|
| FY 07 Estimated Performance | <ul style="list-style-type: none"> • Complete Acceptance Testing for Increment 1, Release 1 of the ERA system. • Complete Preliminary Design Review for Increment 2 of the ERA system. • Achieve initial operating capability of the ERA system. |
|------------------------------------|---|

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 stovepipe applications. NARA will develop 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 be the primary means through which NARA implements its target enterprise architecture. It will include practically all of NARA's processes for lifecycle management of records; therefore, it will be the catalyst for conversion to the target architecture of 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 2004 we awarded a competitive design contract of the ERA system to two vendors. After selecting the best design, in FY 2005 we exercised an option for development and deployment of the first increment of the system. NARA will also contract for technical services to support the operation of the deployed system.

In FY 2007, the first increment of ERA will support the automation of our workflow for lifecycle management processes for all types of records and provide online forms and interactions with agencies for scheduling and transferring all types of records. The first increment will also support the online transfer of electronic records to NARA and automate the verification of basic characteristics of

transferred electronic records. In Increment 1, we will also be able to store electronic records in the formats received, and provide a framework for the addition of preservation capabilities of other formats. The second increment of ERA will provide the capability by the end of the George W. Bush Administration to ingest and store unclassified and classified electronic records in an appropriate and secure environment, providing the search and retrieval capabilities needed to make these electronic records available in response to special access requests.

By early 2008, ERA will operate from two sites—an operational site in West Virginia and a backup site in Mississippi—which together are capable of accepting and securely storing this material. These sites will also provide basic preservation, search, and retrieval capability for unclassified and Sensitive But Unclassified (SBU) records from NARA’s existing holdings and initially from four Federal agencies (Bureau of Labor Statistics, National Nuclear Security Administration, Naval Oceanographic Office, and the Patent and Trademark Office).

Over the past several years we have undertaken a Business Processing Reengineering effort to develop a high-level improved, future model of all records lifecycle business processes at NARA. Many of these processes will be built into the Electronic Records Archives (ERA). We have identified key process business rules that are being incorporated into the system for Increment 1. Achievement of the “to-be” model will take several years, and will require the maturation of NARA’s enterprise architecture. In FY 2007, work defining business rules and further definition of data requirements will continue for ERA Increment 2 functionalities, and refinements and "lessons learned" will be applied from Increment 1.

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

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target of percent of NARA’s electronic holdings stabilized in preparation for their transfer to the Electronic Records Archives.</i>	65	99	80	80	80
Percent of NARA’s electronic holdings stabilized in preparation for transfer to ERA.	97	93	99.7	95.7	
Number of logical data records in NARA’s custody (in millions).	4,743	5,629	8,108	10,700	
Number logical data records stabilized (in millions).	4,595	5,252	8,084	10,089	
Percent of Presidential logical data records stabilized.	49	62	90	100	
Number of Presidential logical data records (in millions).	35	35	35	35	
Number of Presidential logical data records stabilized (in millions).	17	22	32	35	
Per megabyte cost to stabilize archival electronic records.	\$4.50	\$4.77	\$0.72	\$0.43	

Milestones

FY 2003

- Electronic Records Archives Analysis of Alternatives, Requirements, and Business Case updated.
- Draft Request for Proposals for ERA design issued.

FY 2004

- Request for Proposals for ERA design released December 5, 2003.
- ERA design contract awarded August 3, 2004.
- Installation of an earned value management system for ERA performance measurement completed.

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

- Record and aggregate templates for ERA Increment 1 developed.
- Preliminary Design Review for Increment 1, Release 1 of the ERA system completed.
- Critical Design Review for Increment 1, Release 1 of the ERA system completed.

FY 2007 Estimated

- Acceptance Testing for Increment 1, Release 1 of the ERA system completed.
- Preliminary Design Review for Increment 2 of the ERA system completed.
- Initial operating capability of the ERA system achieved.

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 2007 Resources Available to Meet This Goal: \$48,231,000; 289 FTE

FY 2007 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 07 Estimated Performance**
- Meet or exceed NARA’s published standards for access to records and services and customer satisfaction levels:
 - 90 percent of written requests are answered within 10 working days;
 - 95 percent of items requested in our research rooms are furnished within 1 hour of request or scheduled pull time;
 - 85 percent of Freedom of Information Act requests for Federal records are answered within 20 working days;
 - 85 percent of online archival fixed-fee reproduction orders are completed in 20 working days or less.

Outcome Our customers are satisfied with NARA’s services.

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. Among the center's amenities is an expanded microfilm research room with ready access to millions of microfilmed documents. A nearby Genealogy Consultation Room provides customers with highly knowledgeable staff and volunteers to help develop research strategies and use finding aids. We have implemented an orientation presentation for customers when they use the facility for the first time.

In response to the appraisal of Official Military Personnel Files (OMPFs) as permanent records, NPRC established an Archival Programs Division to manage the records and construct an archival research room where members of the public can view them. In FY 2005 we opened the new archival research room in the NPRC and opened its first archival records to the public. The first batch of records opened included nearly 1.2 million OMPFs of former United States Navy and Marine Corps enlisted personnel who served in the military between 1885 and 1939. This first set of opened records also included the files of 150 "persons of exceptional prominence" who served in the military and who died at least ten years ago. Among these files were the OMPFs of John F. Kennedy, Elvis Presley, and Jackie Robinson.

NARA 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.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for written requests answered within 10 working days.</i>	85	90	95	95	90
Percent of written requests answered within 10 working days.	94	95	96	97	
<i>Performance target for Freedom of Information Act requests for Federal records completed within 20 working days.</i>	85	85	90	90	85
Percent of Freedom of Information Act requests for Federal records completed within 20 working days.	64	68	82	87	
Number of FOIAs processed.	5,099	5,228	8,879	8,884	

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Annual cost to process FOIAs (in millions).	\$1.35	\$1.43	\$1.74	\$2.62	
Annual per FOIA cost.	\$265	\$272	\$196	\$295	
<i>Performance target for items requested in our research rooms furnished within 1 hour of request or scheduled pull time.</i>	95	95	95	95	95
Percent of items requested in our research rooms furnished within 1 hour of request or scheduled pull time.	96	98	98	96	
Number of researcher visits to our research rooms (in thousands).	205	169	171	134	
Number of items furnished in our research rooms (in thousands).	607	696	537	421	
Number of items furnished on time in our research rooms (in thousands).	584	683	527	405	
<i>Performance target for archival fixed-fee reproduction orders through SOFA are completed in 20 (35 pre-2007) working days or less.</i>	60	75	80	85	85
Percent of archival fixed-fee reproduction orders through SOFA are completed in 20 (35 pre-2007) working days or less.	99	99.9	98.9	96.7	
Average per order cost to operate fixed-fee ordering.	\$26.34	\$29.35	\$27.31	\$28.74	
Average order completion time (days)	14	9	12	14	

*Timeliness standard for 2006 and earlier was 35 working days.

Milestones

FY 2006

- Freedmen's Bureau records project to microfilm records of 15 states and the District of Columbia completed.

FY 2007 Estimated

- Survey methodology and instrument for measuring researcher satisfaction developed.

Data source Performance Measurement and Reporting System and quarterly performance reports to the Archivist. Request price for military service separation agreements from FY 2007 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 07 Estimated Performance

- Develop digitization partnership principles and a digitization plan for making available archival holdings online.
- Develop an inventory of existing digital copies of archival materials that could be made available online.
- Increase the number of digital copies available online through the Archival Research Catalog (ARC) by 10 percent.
- Increase the number of queries in Access to Archival Databases (AAD) by 25 percent.

Outcome Archival materials are available online for public use.

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.

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

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

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

First, we plan to “harvest” 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 will be initiated in FY 2007.

Second, we are exploring 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 holdings. NARA currently is in discussion with a variety of potential partners, and is developing principles to ensure that such partnerships maintain the public trust.

Third, we will explore innovative ways to increase our own capacity to digitize 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 will 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, the Executive Office of the President, and other agencies, NARA launched the Access to Archival Databases (AAD) system in 2003.

We are continuing to increase the number of records available to the public through this tool. 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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent increase in number of archival electronic holdings accessible online.</i>	—	50	20	10	10
Percent increase in number of archival electronic holdings accessible online.	—	51	20	13	
Number of electronic holdings accessible online (cumulative logical data records in millions).	47	71	86	97	
Number of electronic holdings (cumulative logical data records in millions).	4,743	5,100	7,740	10,164	
<i>Performance target for percent increase in AAD queries.</i>	—	—	—	—	25
Percent increase in AAD queries.	—	—	—	—	
Number of AAD queries.	489	551	567	1,986	
Number of AAD users (in thousands of visits)	489	551	567	1,986	
Number of digitized holdings available online (in millions)	—	—	.12	.12	
Number of digitized holdings (in millions)	—	—	—	—	

Milestones

FY 2003

- AAD production version made operational, with 344 file units available to customers online.

FY 2004

- Online survey of customer satisfaction with online access to electronic records through Access to Archival Databases system conducted.

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 score to 55 on customer survey tool improved.

FY 2006

- Additional 13 percent electronic records added to AAD.
- 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.
- Inventory of existing digital copies of archival materials that could be made available online developed.
- Number of digital copies available online through the Archival Research Catalog (ARC) increased by 10 percent.

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: One person using our web site is counted as one “visit.” It is a count of the number of visitors to our web site, and is similar to counting the number of people who walk through our front door. In contrast, it does not count “hits,” which refers to the number of files used to show the user a web page. A visit

in which a user accessed a web page comprising 35 files would count as 1 visit and 35 hits. Counting visits is a more accurate way of showing how much use our web site is getting than counting hits.

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

- FY 07 Estimated Performance**
- Describe 55 percent of NARA traditional holdings in the Archival Research Catalog.
 - Describe 55 percent of NARA artifact holdings in the Archival Research Catalog.
 - Describe 55 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 125,000 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. 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 will include folder and item lists, and a wide variety of indexes. We expect it to add hundreds of thousands of detailed descriptions to ARC, and to provide a valuable tool for researchers. We are also working to redesign the ARC web interface, the public face of ARC. The redesign will provide an improved easier-to-navigate user interface based on customer feedback.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
<i>Performance target for traditional holdings in an online catalog</i>	25	30	40	50	55	60
Percent of traditional holdings in an online catalog	20	33	43	48		
Number of traditional holdings described in an online catalog (thousands of cubic feet)	602	1,033	1,366	1,589		
Number of traditional holdings in NARA (thousands of cubic feet)	3,025	3,157	3,167	3,283		
<i>Performance target for artifact holdings in an online catalog</i>	25	30	40	50	55	60
Percent of artifact holdings in an online catalog	17	40	43	57		
Number of artifact holdings described in an online catalog (thousands of items).	90	215	233	309		
Number of artifact holdings in NARA (thousands of items)	528	540	544	544		
<i>Performance target for electronic holdings in an online catalog</i>	0	5	10	20	55	60
Percent of electronic holdings in an online catalog	0	10	31	40		
Number of electronic holdings described in an online catalog (millions of logical data records)	1	536	2,539	4,489		
Number of electronic holdings in NARA (millions of logical data records)	4,743	5,629	8,108	11,198		
Number of ARC users (in thousands of user hits*)	1,884	—	—	—		
Number of ARC users (in thousands of visits*)	—	158	286	212		

Milestones

FY 2003

- Testing and launch of ARC data entry system completed.

FY 2004

- ARC rollout to 97 percent of NARA archival units nationwide complete.

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 Estimated

- Redesigned ARC web system launched.
- ARC available to online search engine indexing.

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

Definitions ARC: Archival Research Catalog, NARA-wide online catalog. Online visits: One person using our web site is counted as one “visit.” It is a count of the number of visitors to our web site, and is similar to counting the number of people who walk through our front door. In contrast, it does not count “hits,” which refers to the number of files used to show the user a web page. A visit in which a user accessed a web page comprising 35 files would count as 1 visit and 35 hits. Counting visits is a more accurate way of showing how much use our web site is getting than counting hits. 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 07 Estimated Performance**
- Develop methodology for assessing NARA's score against the benchmark for excellence as defined for Federal Government web sites.

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

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 [Our Documents.gov](http://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; 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, D.C., such as the new William G. McGowan Theater and the Public Vaults permanent exhibit.

In FY 2005, we redesigned our web site *archives.gov* to improve its navigation and appeal to the general public, first time visitors, and high-volume audiences. The design was based upon customer feedback received through Customer Satisfaction Index (ACSI)-based web survey and usability testing with customers. For this work NARA won the peer award Best Web Site Design in 2005 from GSA's WebContent.gov. The John F. Kennedy Presidential Library and Museum and the Gerald R. Ford Presidential Library and Museum both launched totally redesigned sites in FY 2006 that include thousands of digitized documents and photographs as well as audio clips. The Kennedy site, for example, includes an interactive version of President Kennedy's official White House Diary, incorporating scans of Kennedy's appointment schedule, audio of important messages and speeches, and photographs from the Library's collection.

In FY 2006 we expanded the amount of online information translated into Spanish so that persons of Hispanic heritage and limited English proficiency may learn how they may request our services. Web content that has been translated includes information about Presidential Libraries, for veterans and their

family members about how to request veteran service records; translations of the Charters of Freedom (the Constitution, Declaration of Independence and the Bill of Rights); preservation guidance for saving historical documents during disasters; and links to records relating to Hispanic heritage. In FY 2007, our Web Program will focus on enhancing the educational aspect of archives.gov by providing more engaging ways for our visitors to learn about the use of historical documents in understanding our history, and about the services we provide. The Presidential Libraries will continue to digitize and post historical materials online, including the launch of a Presidential Timeline initiative, and a new site for the Richard Nixon Presidential Library is scheduled to launch in FY 2007.

We will 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. The results of these surveys are helping guide the design of 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. In FY 2007 we will upgrade the survey code and will consult with the contractor about the effectiveness of the custom questions currently on the survey. We will also upgrade our hardware and software as part of ongoing maintenance in FY 2007.

More than 50 percent of the fixed-fee orders we receive are online orders through Order Online! Customers are able to submit an online request for copies of bankruptcy cases, civil cases, criminal cases, and Court of Appeals cases, as well as reproductions of immigration and naturalization records and World War I draft registration cards. In FY 2007, *archives.gov* and several of the Presidential Libraries will open online stores for merchandise orders from our museum stores.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Online visits to NARA’s web sites (in thousands).	30,943	30,428	21,377	28,025	
Cost to provide NARA services online per visitor.	\$0.16	\$0.13	\$0.17	\$0.10	
<i>Performance target for web sites score at or above the benchmark for excellence as defined for Federal government web sites.</i>	—	—	—	—	—
Web sites score at or above the benchmark for excellence as defined for Federal government web sites.	—	—	—	—	
Percent of NARA services available online.	25	30	40	52	
Number of NARA services online	29	36	48	62	

Milestones

FY 2003

- Veterans and next-of-kin of deceased veterans provided with the capability of online ordering of copies of the veterans’ military service records.
- Customers surveyed about their satisfaction with our online services.

FY 2004

- Online registration management system piloted.
- *Order Online!* implemented.
- Online ordering and payment of merchandise study conducted.

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 Estimated

- Online store for museum merchandise operational.
- Methodology for assessing RA's score against the benchmark for excellence as defined for Federal government web sites developed.

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

Definitions Online visits: One person using our web site is counted as one "visit." It is a count of the number of visitors to our web site, and is similar to counting the number of people who walk through our front door. In contrast, it does not count "hits," which refers to the number of files used to show the user a web page. A visit in which a user accessed a web page comprising 35 files would count as 1 visit and 35 hits. Counting visits is a more accurate way of showing how much use our web site is getting than counting hits.

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 2007 Resources Available to Meet This Goal: \$36,397,000; 284 FTE

FY 2007 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 07 Estimated Performance**
- Survey industry measurement tools for an appropriate benchmark for NARA museums.

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. In FY 2006 we opened a new Learning Center that provides resources to teachers and parents, allowing them to more effectively use our records to achieve national standards for history and civics. A major new traveling exhibit, "American Originals: Eyewitness," now brings to life powerful and memorable accounts of events in our history, marking our first use of an audio tour

presentation. We expanded the offerings in our Theater to include "American Conversations," a successful series of civic discussions with noted authors and historical thinkers, hosted by the Archivist of the United States.

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. In FY 2006, over 200,000 people attended public programs at Presidential Libraries. "Vietnam and the Presidency" was particularly noteworthy. Hosted by the Kennedy Library, this unprecedented gathering of public figures intimately associated with the Vietnam War was the first conference sponsored by all of the Presidential Libraries together with NARA. Due to the extraordinary public response to the conference, Presidential Libraries began planning for an upcoming conference 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.

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 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for NARA museums scoring against the industry benchmark.</i>	—	—	—	—
NARA museums score against the industry benchmark.	—	—	—	—
Number of visitors to NARA museums and exhibits (in millions)	2.4	2.9	2.9	

Milestones

FY 2004

- Permanent exhibit, "The Public Vaults," part of NARA's National Archives Experience program opened to the public.
- Lewis and Clark Exhibition, marking the 200th anniversary of that event, opened at the Reagan Library.
- "American Originals" traveling exhibit 4 year tour around the United States concluded.

FY 2007 Estimated

- Industry measurement tools for an appropriate benchmark for NARA museums surveyed.
- The Learning Center, part of NARA's National Archives Experience, operational.

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 07 Estimated Performance • 95 percent of NARA education programs, workshops, and training courses that meet attendees' expectation.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of education programs, workshops, and training courses meeting attendees' expectations.</i>	95	95	95	95	95
Percent of education programs, workshops, and training courses meeting attendees' expectations.	95	99	99	99	—
Number of rated education programs, workshops, and training courses.	440	464	547	605	—
Number of attendees at rated education programs, workshops, and training courses.	7,601	8,125	9,248	10,394	—
<i>Performance target for percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.</i>	—	—	—	—	—
Percent of education, public outreach, and exhibit visitors who are highly satisfied with their visit experience.	—	—	—	—	—
Percent of visitors who view their visit as a significant learning experience.	—	—	—	—	—
Percent of visitors who express an interest in working with primary sources.	—	—	—	—	—

Milestones

FY 2004 • Permanent exhibit, "The Public Vaults," part of NARA's National Archives Experience program opened to the public.

FY 2007 Estimated • Methodology for collecting statistics on customer satisfaction from a variety of sources developed.

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 2007 Resources Available to Meet This Goal: \$31,646,000; 160 FTE

FY 2007 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 07 Estimated Performance**
- Maintain 95 percent of staff development plans linked to strategic outcomes.
 - Maintain 95 percent of employee performance plans linked to strategic outcomes.
 - Design pilot for a management development program in another program office.
 - Complete eOPF conversion project.

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 be able to recruit, retain, and develop high-performing staff for key leadership positions.

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. Like other Federal agencies,

NARA is facing significant turnover in senior leadership and loss of specialized expertise over the next several years. To ensure that this personnel change does not create a debilitating “brain drain” we must implement mechanisms to attract, develop, and nurture new agency leaders at all levels. To do this, we have created an agency leadership competency model, and management development curricula based on the competencies has been offered since FY 2003. We will also create a succession planning process for senior levels and critical positions, create management development programs to meet specific office needs, leverage the individual development plan process to grow new leaders, and include employee development as an element in all senior manager performance plans.

In 2004, we launched a new initiative to develop the next generation of records center managers throughout NARA’s Federal Records Center Program. The management intern program is a three-year program for selected interns, providing them with training, increasingly complex work assignments in a variety of records center positions, a rotation through other NARA operations, and assignment to special projects. Throughout this program, interns are closely mentored by other NARA professionals. The program rolled out to 4 records centers in FY 2004, expanded to 2 more in FY 2005, and additional centers were added in FY 2006. Following this model, a management development program will be designed and a pilot begun in another program office.

We will place special emphasis on leadership in the context of our records lifecycle and electronic records business transformation effort. As NARA's business transforms, our staff must also transform. Based on the results of our FY 2005 organizational impact assessment, we began in FY 2006 to examine our current organizational structures to determine whether or not they are sufficient to support the work of the agency moving forward. Should we find that existing structures are insufficient, we will consider alternative organizational structures and develop, in consultation with NARA staff and the labor union, detailed reorganization plans and timeframes for implementation. As workflows and organizational structures are finalized, we will also analyze position structures both within and across organizational units to determine whether the positions we have today are the positions we need for tomorrow. As a result of this multi-year effort, we will be able to develop new competency models and performance standards for positions undergoing change, assess the competencies of existing staff and conduct gap analyses, and, develop both short- and long-term strategies to bridge those gaps.

One of the 24 e-Government initiatives designed to support the President's Management Agenda (PMA) is OPM's Enterprise Human Resources Integration (EHRI) which will support human resources management across the Federal government at all levels from front-line employee to senior management. When fully implemented, EHRI will replace the current Official Personnel Folder (OPF) with an electronic Official Personnel File (eOPF). The purpose of the eOPF is the same as the paper Official Personnel Folder: to document the employment history of individuals employed by the Federal Government. The eOPF provides the ability to capture and store images from paper-based records and to provide immediate online access and printed copies of any digital form. In FY 2006, we selected a vendor to convert NARA OPFs to eOPFs.

Verification and Validation

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of permanent staff having staff development plans that link to strategic outcomes.</i>	95	95	95	95	95
Percent of permanent staff having staff development plans that link to strategic outcomes.	91	52	78	76	
Number of permanent staff having staff development plans that link to strategic outcomes.	2,435	1,401	2,073	2,044	

<i>Performance Data</i>	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Number of permanent staff.	2,682	2,704	2,671	2,629	
Average time (in calendar days) to fill a leadership position	—	90	82	42	
<i>Performance target for percent of staff having performance plans that link to strategic outcomes</i>	95	95	95	95	—
Percent of staff having performance plans that link to strategic outcomes.	93	91	92	93	
Number of staff having performance plans that link to strategic outcomes.	2,884	2,826	2,843	2,882	

Milestones

FY 2004

- Project plan for redesigning NARA’s existing recruiting strategies and procedures developed.
- Leadership competency model developed.
- Management intern program implemented in 4 records centers.

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 Estimated

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

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 07 Estimated Performance

- Increase the percentage of people in underrepresented groups in pools of applicants from which to select candidates for positions in grades 13 and above over the percentage in FY 2006.

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.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
<i>Performance target for percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.</i>	79	90	93	96	87
Percent of applicant pools for positions at grades GS-13 and above that contain people in underrepresented groups.	89	92	95	87	
Number of applicants for positions at grades GS-13 and above.	1,177	1,783	1,725	582	
Number of applicant pools for positions at grades GS-13 and above.	85	143	153	75	
Number of pools for positions in grades GS-13 and above that had self-identified applicants in protected classes.	76	143	144	61	
<i>Percent of Civilian Labor Force rate used to determine if underrepresented groups met employment target.</i>	65	70	80	90	—
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/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 07 Estimated Performance

- Public network applications are available 98.80 percent of the time.

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 2006 based on green scores in the Completion and Use 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, sufficient to close a material weakness in IT security in FY 2006. 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 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.

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
Percent of public network availability.	99.9	100	99.9	100	
<i>Performance target for percent availability of public applications</i>		96.5	97	98.9	98.80
Percent of public network applications availability	—	98.7	98.9	98.8	
Number of total hours that any public network application was unavailable	—	1,047	923	830	
Number of network users for public applications (in millions)	—	4.4	6.6	8.7	
Cost per network user for public applications	—	\$0.29	\$0.24	\$0.27	

Milestones

FY 2003

- 96 percent of the NARA information systems for operation on our network certified secure and accredited.
- Prototype of an enterprise repository for NARA's Enterprise Architecture and associated IT documentation substantially developed.
- Telecommunications upgrades continued for NARA locations outside of College Park and the *Federal Register*.

FY 2004

- Enterprise repository for NARA's Enterprise Architecture and associated IT documentation piloted.
- Improved agency-wide disaster recovery processes and mechanisms implemented.
- Telecommunications upgrade complete except for Atlanta and Archives I.

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 Estimated

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

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

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.