

National Archives and Records Administration
draft FY 2018-2022 Strategic Plan
August 16, 2017

AGENCY OVERVIEW

The National Archives and Records Administration (NARA) is an independent agency created in 1934 to identify, protect, preserve, and make publicly available the historically-valuable records of all three branches of the Federal government. NARA manages the Federal government's archives, administers a system of Presidential Libraries, operates museums, conducts education and public programs, provides oversight of government-wide records management activities, and provides temporary storage of other agencies' records on their behalf. NARA publishes the Federal Register and makes grants through the National Historical Publications and Records Commission. NARA is charged with additional responsibilities, including appropriate declassification of classified national security information, mediating Freedom of Information Act disputes, and overseeing agency actions regarding classified and controlled, unclassified information.

NARA MISSION, VISION, and VALUES

MISSION STATEMENT

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

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

VISION

We will be known for cutting-edge access to extraordinary volumes of government information and unprecedented engagement to bring greater meaning to the American experience.

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

NARA VALUES

- Collaborate:** Create an open, inclusive work environment that is built on respect, communication, integrity, and collaborative team work.
- Innovate:** Encourage creativity and invest in innovation to build our future.
- Learn:** Pursue excellence through continuous learning and become smarter all the time about what we know and what we do in service to others.

Our values reflect our shared aspirations that support and encourage our long-standing commitment to public service, openness and transparency, and the government records that we hold in trust.

TRANSFORMATIONAL OUTCOMES

The NARA Transformation is a continuous process of reviewing and assessing the agency's operations, programs, and strategic direction in order to transform NARA into a dynamic and modern agency. Transformation requires us to regularly engage external organizations, peer institutions, and our customers, in order to drive innovation and demonstrate leadership in electronic records management, archival science, and efficient operations. Transformation requires us to foster a new organizational culture that is agile and responsive to change, accepts risk, rewards innovation, and seeks continuous improvement.

NARA's Transformation is guided by six "transformational outcomes" that describe how we will fulfill our mission in a modern environment.

One NARA—We will work as one NARA, not just as component parts.

Out in Front—We will embrace the primacy of electronic information in all facets of our work and position NARA to lead accordingly.

An Agency of Leaders—We will foster a culture of leadership, not just as a position but as the way we all conduct our work.

A Great Place to Work—We will transform NARA into a great place to work through trust and empowerment of all of our people, the agency's most vital resource.

A Customer-Focused Organization—We will create structures and processes to allow our staff to more effectively meet the needs of our customers.

An Open NARA—We will open our organizational boundaries to learn from others.

NARA STRATEGIC GOALS AND OBJECTIVES

NARA's strategic goals identify the four key areas in which NARA must excel in order to efficiently and effectively deliver its mission in a modern environment.

Make Access Happen

Make Access Happen affirms that “public access” is NARA’s core mission and is a higher calling that gives purpose and meaning to all our work. We are reaching beyond the traditional role of making records available for others to discover and we are instead *making access happen* by delivering increasing volumes of electronic records to the American public online, using flexible tools and accessible resources that promote public participation. In order to achieve success in this goal, NARA must digitize billions of pages of records we hold in analog formats, keep pace with the continuous stream of new records we receive each year, and develop new ways to help citizens find our records through the online National Archives Catalog.

- *By FY 2020, NARA will digitize 500 million pages of records and make them available online to the public through the National Archives Catalog.*
- *By FY 2021, 82 percent of NARA holdings will be processed to enable discovery and access by the public.*
- *By FY 2025, NARA will provide finding aids to 95 percent of the holdings described in the National Archives Catalog.*

Connect with Customers

Connect with Customers challenges us to continuously improve customer service, cultivate public participation, and generate new understanding of the importance of records in a democracy. We continuously engage with and learn from our customers: individuals, organizations, and other Federal agencies. We build long-term and strategic customer relationships to ensure our services are valued by our customers and we work together to improve overall efficiency and effectiveness.

- *By FY 2020, 93 percent of customer requests will be ready within the promised time.*
- *By FY 2020, NARA will achieve a 90 percent satisfaction rating from participants in public engagement activities.*
- *By FY 2025, NARA will have 1 million records enhanced by citizen contributions to the National Archives Catalog.*

Maximize NARA's Value to the Nation

Maximize NARA's Value to the Nation recognizes that public access to government information creates measurable economic value, which adds to the enduring cultural and historical value of

our records. We are reforming and modernizing records management policies and practices across the Federal government to support the transition to digital government. NARA will drive public and commercial re-use of historical government data and records to create measurable economic activity.

- *By FY 2019, NARA will conduct inspections of records management practices at 10 percent of Federal agencies, to ensure that Federal email and other permanent electronic records are being managed in an electronic format.*
- *By December 31, 2022, NARA will no longer accept transfers of permanent or temporary records in analog formats and will accept records only in electronic format and with appropriate metadata.*
- *By FY 2025, NARA's data will be used as a primary data source by at least 15 external sources.*

Build our Future through Our People

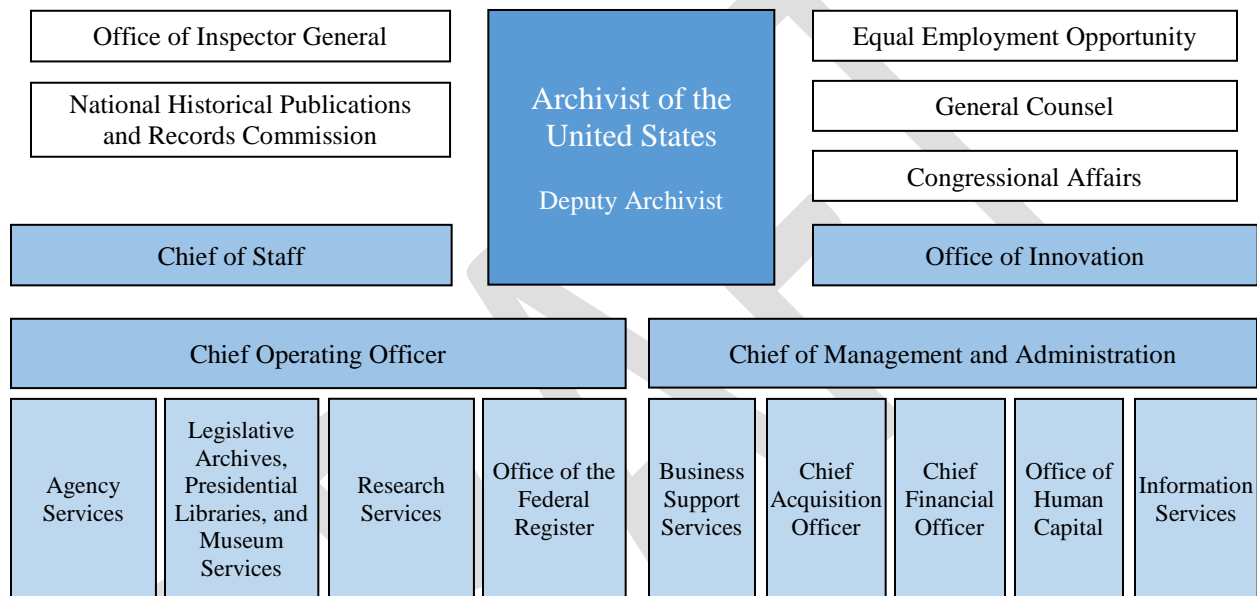
Build our Future through our People is our commitment to provide all our employees with learning and leadership opportunities necessary to successfully transition to a digital environment. We are dedicated to empowering our employees to engage in their work, innovating to improve our work processes and products, and becoming the next generation of leaders. We are building an inclusive, empowering workplace culture that connects employees with the agency mission. We are developing a diverse workforce with the skills necessary to fulfill our mission.

- *By FY 2020, 40 percent of NARA staff at all grade levels will have participated in a formal leadership development program activity to support the agency effort to build an agency of leaders.*
- *By FY 2020, 85 percent of NARA positions will be filled within 80 days.*
- *By FY 2020, 95 percent of NARA positions will have clear and achievable career paths for NARA employees.*

NARA ORGANIZATION

NARA is organized around customer segments, which ensures that resources and management attention are focused on delivering coordinated and effective service to all stakeholders. NARA’s customer-focused organizations allow the agency to better engage its stakeholders, encourage their collaboration and participation, and respond to their needs expediently and efficiently. This structure eliminates duplication of processes and resources, creates a more flexible and agile organization, and promotes shared accountability for the performance of the agency as a whole.

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- *Agency Services* leads NARA efforts to meet the records management needs of Federal agencies and represents the public’s interest in the transparency of these records.
- *Legislative Archives, Presidential Libraries, and Museum Services* fulfills the records needs of the White House and Congress, researchers who make use of Presidential and Congressional records, and museum visitors, educators, and students.
- *Research Services* provides world-class service to researchers and citizens wanting to access the records of the National Archives and preserves archival holdings for the benefit of future generations.
- *The Office of the Federal Register* fulfills the Archivist’s responsibilities to publish the daily Federal Register, the Code of Federal Regulations, and the Statutes-at-Large, and other statutory requirements.