

OPEN GOVERNMENT PLAN

*National Archives and Records
Administration*



NATIONAL
ARCHIVES

2014-2016

MESSAGE FROM THE ARCHIVIST

Evidence of our commitment to open government is clear in our mission: ***We drive openness, cultivate public participation, and strengthen our nation's democracy through public access to high-value records.*** It makes a strong case for our approach to open government - it's fundamentally what we do. As an independent Federal agency, the National Archives and Records Administration serves a crucial open government role in our democracy.



In the four years since we published our first Open Government Plan, I'm proud of our significant progress strengthening the principles of open government. We've implemented more than 90 actions to improve transparency, participation, and collaboration, while embracing innovation and developing best practices.

In our Open Government Plan for 2014-2016, we focus on our efforts to engage the public on more than 160 external projects on more than 15 social media platforms, as well as through our public events, educational programs, Research Services, and Presidential Libraries. We are working to improve internal communications and employee satisfaction and we've created a cohort of managers and supervisors with a common ethos that supports the mission of the agency. We've created Special Emphasis Program Managers to help build an environment that supports fair and open competition for all employees regardless of their differences and we've launched NARA 311, an information line that helps employees access the internal services they need to get the job done.

Our Flagship Initiative, "Innovate to Make Access Happen," describes our digitization, description, and online access efforts for the next two years. We will establish a digitization governance board, develop a digitization program to digitize our analog records, expand digitization partnerships, and update our digitization strategy. We will launch a new internal description system that will support our efforts to describe all of our records. We will launch a new Online Public Access (OPA) catalog to improve search and scalability as well as mobile optimize the site, create a public API, and introduce crowdsourcing fields for citizen archivists to contribute to the online catalog.

In the next two years, I want our agency to become a leader in innovation. We will launch the Innovation Hub, an experimental unit that will work with staff from across the agency to find innovative solutions, including developing new ideas and tools that will enhance digital access and archival research. Presidential Innovation Fellows will support these efforts and help NARA staff develop crowdsourcing tools to help unlock data and information from analog record formats.

We will continue to strengthen transparency through our implementation of the Open Data Policy, our efforts to reduce our backlog of pending Freedom of Information Act requests, our work with Federal agencies to implement guidance that addresses the electronic management of email and other records, and our ongoing efforts to streamline processes in the National Declassification Center.

I am proud of our sustained energy for open government over the past four years. The development of our third plan continued to be an important exercise for the agency, bringing to light the impact open government has had on the depth of our work. More than 30 staff members collaborated to describe and plan our open government efforts for the next two years and we sought public and staff feedback through blog posts, emails, and meetings with public stakeholders. We received more than 50 comments with suggestions on declassification, records management, Freedom of Information Act, and open data. With your help, we've benefited from looking closely at what we do and how we can do it better.

David S. Ferriero

Archivist of the United States

OPEN GOVERNMENT PLAN

National Archives and Records Administration

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Executive Summary

The mission of the National Archives and Records Administration (NARA) clearly reflects our important role in open government: *We drive openness, cultivate public participation, and strengthen our nation's democracy through public access to high-value records.* We are passionate about this mission and we know our efforts to strengthen open government also strengthen our ability to achieve our mission. Our work fundamentally serves open government, but we also know that we need to do our work in more open ways -- through greater transparency, participation, and collaboration. Within this plan, you will see how far we have come in our open government efforts and where we hope to be over the course of the next two years.

Strengthen the Culture of Open Government

Our efforts to strengthen public engagement further our open government efforts and serve our mission by helping to connect more citizens with the records of the National Archives. We work to engage the public through a variety of platforms and events and through our educational programs, research services, and Presidential Libraries. NARA is working to build a cohesive national framework for public programs and reference services that will improve awareness and promote access to all of NARA's archival holdings. We are working to update and modernize online content to provide the most consistent, helpful, and easily understood information about using records and services at NARA's research locations across the country.

We are now doing more than ever to strengthen employee engagement at NARA in ways that demonstrate and support open government. We are working to improve employee communication, creating a cohort for managers and supervisors, addressing employee satisfaction through the Employee Viewpoint Survey (EVS), launching the NARA 311 information line for employees to access internal services, expanding training efforts, and documenting NARA career paths. The agency's new Special Emphasis Program Managers (SEPMs) will work to evaluate policies, procedures, and practices to help create a work environment that supports fair and open competition for all employees regardless of their differences. NARA will also continue to strengthen employee engagement by encouraging staff to share their expertise with colleagues and the public through a variety of opportunities such as lunchtime lectures, reference colloquia, blog postings, and other social media business tools.

Flagship Initiative: Innovate to Make Access Happen

To make access happen we need to establish more substantial "roots" that increase the number of records that we digitize and strengthen the "core" systems that serve as our platforms for all of our online access -- the agency's Online Catalog and Archives.gov. With substantial roots and a strong core, we can "branch out" in innovative ways through engagement and collaboration so that the public can make greater use of National Archives records. The components of this plan's Flagship Initiative are lead by the new Office of Innovation, which is the focal point for innovation across the agency and works to strengthen engagement and collaboration among staff, stakeholders, and the public.

NARA will develop a digitization program to support the strategic initiative to digitize our analog archival records. NARA will establish a digitization governance board and update the agency's digitization strategy. NARA will seek to expand digitization partnerships.

NARA will launch a new internal description system in 2014. The Description and Authority Services system will serve as a modern data entry system. Staff members working on description projects at NARA will enter all descriptive metadata into the new system. NARA is working to launch an improved Online Public Access system in 2014, improving search and scalability, mobile optimizing the site, launching a public API, and crowdsourcing fields for citizen archivists to contribute to online catalog. NARA is working to move our public website, Archives.gov, to a cloud-based solution in 2014. We are also working to implement Drupal, an open source content management system for Archives.gov.

NARA will work to launch the Innovation Hub, an experimental unit that will be responsible for developing new ideas and tools that will enhance digital access and archival research. We will be working on renovation of physical space to serve as the Innovation Hub at the National Archives Building in downtown Washington, D.C. during Fiscal Years 2014 and 2015. NARA will also sponsor two fellows during the third round of the Presidential Innovation Fellows program in 2014. The fellows will lead open development of crowdsourcing tools that will help unlock data and information from records formats and allow the public to easily contribute to the records. NARA will work to continue and expand our Citizen Archivist Initiative to increase participation and contributions to our records. NARA will launch a project that will allow the public to subtitle and improve the accessibility of historical films from records of the National Archives. Over the next two years we will work to increase the

number of National Archives records available on Wikimedia Commons, continue our work to engage local communities of volunteer Wikipedians with on-site events, and collaborate on the development of the GLAM-Wiki U.S. Consortium.

Strengthen Transparency at the National Archives

Our ongoing efforts to strengthen transparency at NARA include our efforts to implement the Open Data Policy. We will follow the OMB requirements for quarterly reporting and maintain the agency's Enterprise Data Inventory by expanding the number of data assets included in the inventory, enriching the metadata, and opening additional data assets by November 1, 2014. NARA will make updates to the agency's Public Data Listing available at Archives.gov/data.json. NARA will continue to participate in transparency initiatives, including Data.gov, Grants.gov, USASpending.gov, and the IT Dashboard. NARA will continue to work toward a reduction of its backlog of pending Freedom of Information Act (FOIA) requests. NARA will explore the best way to implement advanced search and auto-categorization tools that will facilitate more efficient and robust search and review in response to all access requests. We will also strive to communicate in an efficient and clear way. We will make announcements in both traditional ways and through social media to encourage two-way communication with the public. NARA will continue to report on progress related to open government at <http://www.archives.gov/open>.

Provide Leadership and Services to Meet 21st-Century Needs

NARA will work with Federal agencies to implement new guidance that addresses the automated electronic management of email and other records, as well as the Presidential Directive to manage both permanent and temporary email records in an accessible electronic format by the end of 2016. NARA will collaborate with industry to establish voluntary data and metadata standards to make it easier for individuals to search publicly available government records. NARA will continue to send to Congress and the Office of Management and Budget a report based on analysis of data from annual agency self-assessments submitted in compliance with records management requirements in the Federal Records Act, the E-Government Act of 2002, and related regulations. NARA will also continue to provide a wide variety of electronic records management guidance and best practices for Federal agencies to assist them in addressing these identified deficiencies.

The National Declassification Center (NDC) will build on the inter-agency collaboration fostered by NDC processes with the implementation of an equity referral automatic notification and tracking system that will automatically notify appropriate representatives of other departments and agencies when classified records containing their classified equities require further declassification review. Based on the lessons learned as part of processing the backlog, records accessioned since January 2010 will be addressed with quality assurance sampling and other streamlined declassification processing. The NDC goal is to process classified series for quality assurance within one year of their accessioning to NARA, thus eliminating any future equity identification backlog. NDC will continue to notify the public on its web site and blog when new series of records have completed the declassification process and are available for research. The NDC will expand this to include those series that have been through the declassification process, but await final indexing. This new "indexing on demand" feature will allow researchers to have a voice as to which records go to the front of the line for access.

The Office of Government Information Services (OGIS) will expand and formalize its review function by completing and implementing a methodology that defines, among other things, the scope, schedule, criteria, and evaluation questions for reviewing Federal agencies' FOIA policies, procedures, and compliance. OGIS will convene the FOIA Advisory Committee, a group of stakeholders from both within and outside the Government and organized under the Federal Advisory Committee Act. OGIS will also assist as part of a task force organized by the Department of Justice to look at the feasibility and the potential content of a core FOIA regulation that is applicable to all agencies and yet retains flexibility for agency-specific requirements.

The Information Security Oversight Office (ISOO) will continue to monitor and report on the state of classification and declassification in government through its annual Report to the President, support the Interagency Security Classification Appeals Panel by facilitating meetings and preparing documents for review by the panel, provide all staff support for the Public Interest Declassification Board and assist the Security Classification Reform Committee when requested to fulfill the President's transformation tasking. ISOO will also continue its on-site declassification assessment program with the strategic goal of helping agencies continue to improve their programs and maintain high scores for their reviews, and its on-site reviews to help agencies improve classification procedures. ISOO, as the Executive Agent for the Controlled Unclassified Information Program, will advance its policy development strategy by completing a draft implementing directive that will enter the formal process for incorporation into the Code of Federal Regulations, which will include public comment.

The Office of the Federal Register (OFR) is planning a new release of FederalRegister.gov, which will improve myFR management features and include more seamless integration between Federalregister.gov and dockets on Regulations.gov.

Users will have the ability to access and fill out document comment forms directly on the Federalregister.gov site. After submitting the form, users will get a Regulations.gov tracking number and confirmation that the comment has been successfully submitted to Regulations.gov. The OFR is working with the Government Printing Office on a new version of the U.S. Government Manual and mobile application. The OFR will also work to add the Privacy Act Issuances publication to Data.gov.

During Fiscal Years 2015 and 2016, the National Historical Publications and Records Commission (NHPRC) will continuously review and analyze the effectiveness of its programs and adjust them with new grant program outcomes in mind: accelerate digital literacy and citizen engagement with primary sources, create a nation partnership for digital government with state and local archives, and expand online publishing of historical records. NHPRC will also continue to add documents to the Founders Online website during Fiscal Years 2015 and 2016 as additional materials become available from the editorial teams that continue their work on the correspondence and other writings of the Founding era.

Public Feedback

Through blog post comments, emails, and in-person consultations, we sought public feedback into the development of our third plan. We received more than 50 comments, including suggestions on declassification, records management, the Freedom of Information Act, digitization, and open data.

We continue to welcome your input and help in shaping the open government initiatives over the next two years. Please visit www.archives.gov/open to learn about open government at the National Archives and Records Administration. To provide comments, suggestions, and feedback on this plan, please email opengov@nara.gov or comment on the NARAtions [blog post](#), “Have Your Say: Open Government at the Archives.”

1. The Approach to Open Government at the National Archives

The National Archives and Records Administration (NARA) has just completed the development of the agency's Strategic Plan for Fiscal Year 2014 - 2018. The revision of the mission of the agency clearly reflects our important role in open government:

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.

We are passionate about this mission and we know our efforts to strengthen open government also strengthen our ability to achieve our mission. While our work fundamentally serves open government, we also recognize that we need to do our work in more open ways -- through transparency, participation, and collaboration. Our vision now reflects these principles:

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.

Our vision is to transform the American public's relationship with their government, with archives as a relevant and vital resource. This vision harnesses the opportunities to 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. We will lead the archival and information professions to ensure archives thrive in a digital world.

You can see the evidence of how we have embedded the open government principles into the overall values for the agency:

- Collaborate:** Create an open, inclusive work environment that is built on respect, communication, integrity, and collaborative teamwork.
- 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.

Our updated mission, vision, and statement of values make a strong case for our approach to open government -- it is fundamentally what we do.

Within this document, our third Open Government Plan, you'll see how far we have come in our agency's Open Government efforts and where we think we are headed for 2014-2016. We see this plan as an important starting point for innovation over the next two years. We welcome your input and help in shaping these open government initiatives.

Please visit Archives.gov/open to learn more about open government at the National Archives. To provide comments, suggestions, and feedback on this plan or specific initiatives, please email opengov@nara.gov or visit the NARAtions Blog at <http://blogs.archives.gov/online-public-access>.

2. Strengthen the Culture of Open Government at the National Archives

In the past four years, the National Archives and Records Administration (NARA) has worked to strengthen the culture of open government within the agency. We have described these efforts both in our first Open Government Plan in 2010 and our second Open Government Plan in 2012.

These efforts have included the identification of six transformational outcomes -- One NARA, Out in Front, An Agency of Leaders, A Great Place to Work, A Customer-Focused Organization, and An Open NARA -- and the creation of a new organizational structure to achieve these outcomes.

Our efforts to strengthen the culture of Open Government at NARA have now been fully incorporated into our Strategic Plan for 2014-2018. This section of the plan will describe our new strategic goals and objectives that strengthen open government and our substantial efforts to improve public engagement and employee engagement.

2.1 Sustaining Open Government at the National Archives

The National Archives was created because we -- as a nation -- recognized the crucial role records play in our democracy. Our work fundamentally strengthens open government, but we also recognize that we need to strengthen the principles of transparency, participation, and collaboration in how we do our work.

Our Strategic Plan for 2014-2018 describes where we are headed and is our guide for aligning priorities and assigning resources. With the help of our staff and stakeholders, we will take stock of accomplishments and improve the way we measure our success. The agency's four new strategic goals and related objectives are:

Goal 1: Make Access Happen

Objective: Make all records available to the public in digital form to ensure that anyone can explore, discover, and learn from NARA holdings.

Goal 2: Connect with Customers

Objective: Improve internal and external customer engagement to cultivate and sustain public participation.

Goal 3: Maximize NARA's Value to the Nation

Objective 1: Reform and modernize records management policies and practices within the Federal Government to effectively support the transition to a digital government.

Objective 2: Drive public and commercial use and re-use of government records to create measurable economic activity.

Goal 4: Build Our Future Through Our People

Objective 1: Create and sustain a culture of empowerment, openness, and inclusion.

Objective 2: Ensure we have a diverse workforce with the skills necessary to fulfill our mission.

Throughout this plan, you will learn more about specific initiatives that are supporting NARA's new strategic goals. While some of these efforts will not be fully achieved during this strategic planning cycle, it is critical that we set a course to achieve them. To learn more about NARA's strategic goals, objectives and initiatives, please read NARA's Strategic Plan for Fiscal Years 2014-2018, available at: <http://www.archives.gov/about/plans-reports/strategic-plan/index.html>.

2.2 Public Engagement

At the National Archives and Records Administration (NARA), strengthening public engagement furthers our open government efforts and serves our mission by helping to connect more citizens with the records of the National Archives. This section of the plan describes how we work to engage the public through a variety of platforms and events and through our educational programs, research services, and Presidential Libraries.

Social Media, Citizen Archivist, and Public Events

Social media business tools and platforms are now essential tools for public engagement because that is where the public is spending their time online. More than 300 staff members were involved as content creators for more than 160 external social media projects in Fiscal Year 2013. We have worked to empower our staff members to represent the agency, foster public engagement, and participate in two-way conversations with the public.

Our work to strengthen employee engagement directly supports our efforts to foster increased public engagement. By having a multitude of voices throughout the agency, we are able to foster authentic, meaningful and diverse public engagement with the records of the National Archives. Our archivists and subject matter experts share their knowledge and help provide context so that the public can more easily connect with the records.

We now engage the public on 15 social media platforms, including Flickr, Foursquare, Facebook, Twitter, Youtube, Blogs, Tumblr, iTunes U, Google+, Wikispaces, Dipity, GitHub, Instagram, Storify, and Pinterest. Our content on these platforms received more than 54 million views in Fiscal Year 2013. To learn more about our social media content, statistics, and strategy, please visit <http://www.archives.gov/social-media> and for more on how we engage through social media, please visit the Flagship Initiative in Section 3 of this plan.

Through our Citizen Archivist Initiative, we engage the public in crowdsourcing projects like tagging, transcription, and events like edit-a-thons and scan-a-thons. These efforts increase public engagement with the records of the National Archives and also help improve the accessibility of our records. To learn more about these efforts, please visit the Flagship Initiative in Section 3 of this plan and the Citizen Archivist Dashboard at <http://www.archives.gov/citizen-archivist>.

Another important part of our public engagement efforts lies in events that we hold throughout the year and in our locations across the country. NARA is known for our large public celebrations for Independence Day and Constitution Day, but we hold hundreds of events in our public spaces throughout the year. One of the most recent events was a sleepover for children ages 8 to 12 years in the Rotunda of the National Archives Building, the home of the Declaration of Independence, the U.S. Constitution, and the Bill of Rights. This was the agency's first overnight event and was successful as a brand new way to encourage public engagement with the records.

Recently, we have also held "tweet ups" to introduce some of our fellow history lovers on Twitter to our new exhibits. In the fall of 2013, we invited members of the public to vote on the document they wanted to have displayed first in our new "Records of Rights" exhibit. On the opening day of the exhibit we invited some of our Twitter followers to join us as we revealed the winning document. In March 2014, we gave some of our followers a sneak peek into our new exhibit "Making their Mark: Stories Through Signatures" the day before it opened to the public. Learn more about our Tweet Ups on our Storify account at <https://storify.com/USNatArchives/>.

Public events and in person exhibits foster public engagement with the records, which is further extended by our efforts to make more events available online through webcasting and posted videos. To learn more about our public events, please visit <http://www.archives.gov/calendar/>.



Engaging the Public through Education Programs

Over 3 million visitors a year engage in NARA exhibitions and education and public programs. Survey results indicate that our education and public programs are well received by the public, but there is potential to reach many more through a national, coordinated outreach program. This initiative embodies a new emphasis on collaborating among NARA units and expanding nationwide. By sharing expertise and resources across our locations, NARA can more effectively serve the public.

NARA is working to create an integrated, nationally recognized program of educational ventures, exhibitions, and public programs, which will increase public appreciation of the National Archives and its important work and offer the broadest possible audience a gateway to NARA's unique holdings. We work to design effective education programs that engage our external customers, including:

- The general public who visit NARA facilities to see our exhibits and leave with a better understanding of NARA and its mission and the American experience
- Members of the public who attend our programs
- Students, teachers, and the general public who use and learn from our educational initiatives
- Other institutions who host our traveling exhibits or borrow our holdings for display in their exhibits

Over the next two years, we will continue our work on the development and launch phases of our education and public programs, which will be made available in a variety of formats and venues. We will also work to expand our national traveling exhibit program.

Enhance Services to Researchers and the Public

The ease of access to NARA's holdings of historical federal, presidential, and legislative records depends on a solid foundation of public services. Anyone seeking to use NARA's archival records should be able to obtain timely and accurate answers to their questions and find the information that will help them discover, locate, and use the records they seek.

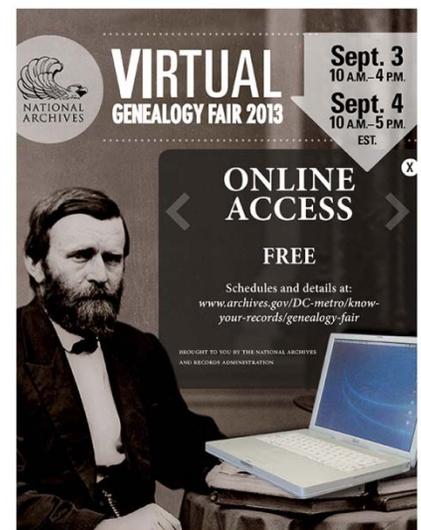
NARA's Office of Research Services accessions, preserves, and provides public access to permanently valuable federal agency and court records once they are no longer needed to carry out the business of government. We maintain and make available over 4 million cubic feet of records at 15 locations across the country. In 2013, we served over 103,000 visitors at our research rooms and we answered almost 100,000 requests concerning NARA holdings.

The Office of Research Services' highest priority is the creation of a national framework to foster access to historical federal records. We are working to build a cohesive national framework for reference services that will improve awareness and promote access to all of NARA's archival holdings. Research Services is taking a variety of steps to create a blend of on-site and off-site initiatives that will foster greater engagement with researchers and optimize the research experience, such as the recent designation of staff to focus specifically on customer services nationwide.

We are working to update and modernize online content to provide the most consistent, helpful, and easily understood information about using records and services at NARA's research locations across the country. Updated content will also improve the ability of users to find answers to such important questions as availability, where to go, how to use, where to inquire, and what time to visit. We plan to review, revise, reorganize, and update reference information to improve research or "pathfinding" along topical or subject lines. We will also develop new content that will better inform researchers about newly accessioned records and plans for enhanced description projects, such as subject or topical guides.

We are working to enhance the on-site researcher experience by developing a more uniform and convenient system of services. A high priority for enhancing the researcher experience will be the creation of a unified national researcher inquiry system. This system would provide an effective single point of inquiry for the public to get assistance locating or using our records no matter where they are located.

We are working to create "targeted reference" assistance that will provide enhanced opportunities for individuals and groups to learn pro-actively about the kinds of records at NARA that may be of use to them and how to more effectively do research using them. Some of this information will continue to be provided through traditional in-person formats, like the "Know Your Records" series presented in the



Washington D.C. area. We will also continue our *Researcher News* publication, but with quarterly versions online and weekly updates. In paper form, the *Researcher News* has reached more than 1800 researchers and we believe these changes will expand its reach.

We are also working to leverage new technological opportunities to provide online assistance from NARA's archivists in using records and we look for other opportunities that help the public connect with reference archivists.

One of our innovative efforts to leverage technology in new ways was the Virtual Genealogy Fair we hosted over two days in September 2013. When sequestration forced the annual in-person Genealogy Fair to be cancelled, our staff looked for a cost effective way to bring the fair to thousands of genealogists. In our first Virtual Genealogy Fair, we webcast 13 sessions to participants via UStream on a variety of genealogy topics to increase their knowledge about NARA records and help in their research efforts. To learn more about this event, please visit <http://www.archives.gov/dc-metro/know-your-records/genealogy-fair/>.

Increasing Public Engagement at Presidential Libraries

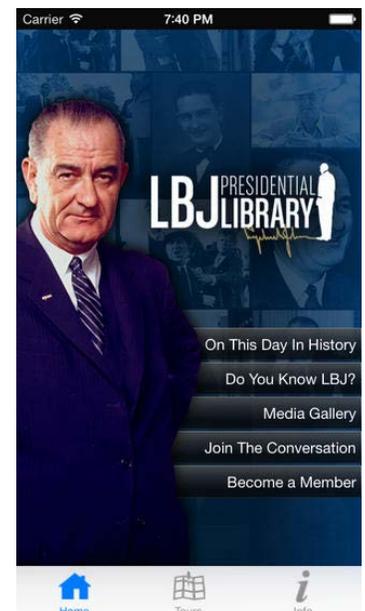
The Office of Presidential Libraries at NARA administers a nationwide network of 13 Presidential Libraries beginning with the 31st President of the United States, Herbert Hoover. These are not traditional libraries, but rather repositories for preserving and making accessible the papers, records, and other historical materials of U.S. Presidents. Presidential Libraries and Museums are important sources for historians and researchers studying our presidents and our history. In addition to archiving and preserving presidential papers and objects, presidential libraries and museums bring history to millions of in-person and online visitors from around the world.

Strengthening public engagement in the records of the Presidential Libraries supports our open government efforts and the mission of the NARA. We will continue to work to increase availability and accessibility of records that are both known to be of interest to researchers as well as working to engage the public in experiences that expose new aspects of the records.

We will work to leverage technology to provide better access to the records, further public engagement, and enhance and expand the user experience. One way that Presidential Libraries are doing this is by making available records and content on a wide range of social media platforms, including blogs, Twitter, Facebook, Youtube, Pinterest, Tumblr, and Foursquare. We are also working to increase public engagement through innovative online exhibits using the Google Cultural Institute platform. We recently launched an online exhibit, "[The Civil Rights Act of 1964](#)" on the platform to coincide with the 50th anniversary of the signing of the act. We are also working to enable more mobile applications and we have launched the [LBJ Presidential Library mobile app](#).

In addition to direct engagement with the public, we are working to increase the availability of Presidential records. In conjunction with the CIA, NARA will examine and pilot the use of new tools to provide archivists and classification reviewers with search capability for legacy unstructured data and automate initial document analysis, beginning with classified Presidential email records from the Reagan Administration. This project will further the understanding of best practices with regard to some of the challenges of legacy email data and then contribute to the proper referral and declassification of records from this era.

We are also exploring cooperative digitization projects to increase online access to the records. Pending funding, the George W. Bush Library will collaborate with the Office of Innovation on a pilot project to scan selected FOIA-responsive records. This project will entail scanning of textual records and the creation of necessary metadata so that these records can be made available on the agency's online catalog, the Online Public Access system. The pilot will provide valuable lessons for use in other Presidential Libraries for digitization projects.



2.3 Employee Engagement

Since our agency's first Open Government Plan in 2010, our efforts to increase employee engagement have evolved significantly. We are doing more than ever for employee engagement with new programs and ongoing efforts at the National Archives and Records Administration (NARA). We are strengthening employee communication, creating a cohort for managers and supervisors, addressing employee satisfaction through the Employee Viewpoint Survey (EVS), launching the NARA 311 information line for employees to access internal services, expanding training efforts, developing career pathing, launching the Special Emphasis program, and improving transparency in NARA's budget and agency performance measures.

Improving Employee Communication and Collaboration

NARA is working to increase transparency and strengthen employee engagement through quarterly All-Hands meetings. These regular meetings foster dialog between staff members and senior leadership on a wide variety of issues facing the agency. NARA recently hired a Program Director for Employee Communication to facilitate intra-agency conversation at all levels of seniority and all locations. We will continue to strengthen employee engagement by encouraging staff to share their expertise with colleagues and the public through a variety of opportunities such as lunchtime lectures, reference colloquia, blog postings, and other social media business tools.

We are communicating more and more across organizational lines and physical locations to find the information we need to achieve the mission of NARA. Social media business tools, like the agency's Internal Collaboration Network (ICN), are now an important way for us to accomplish our jobs. It enables us to work together to solve problems, offer advice, and find information within the records of the National Archives. Use of tools like the ICN increases our capacity as federal employees and furthers the goal of digital government.

We are leveraging the ICN to solicit substantive feedback into the development of internal and external policy, including records management guidance and input into NARA's implementation of the Digital Government Strategy, the Open Data Policy, and for suggestions for the development of NARA's third Open Government Plan.

NARA staff members are using the ICN to manage complex projects among team members and some are providing increased transparency to internal meetings. NARA's exhibit curators are leveraging the knowledge of staff across the agency to locate records, including suggestions for records to use in the recent exhibit, *Making Their Mark: Stories Through Signatures*. NARA's archivists are able to ask questions and find centralized information about training for the rollout of the new Description and Authority Services (DAS) system.

The ICN also enables employees to learn more about their colleagues and make connections through the records of the National Archives. In 2013, NARA's Business Support Services and Preservation Programs collaborated to launch the *Picture This!* challenge on the ICN, which asked staff members to submit their personal best photographs and their favorite images from the records of the National Archives. This effort drew extensive employee engagement from staff nationwide with more than 15,000 views and 500 submissions. The 70 winning photographs of the contest will be framed and mounted throughout the National Archives at College Park.

The ICN is an essential tool for our open government efforts to increase internal transparency, participation, and collaboration. By the end of 2013, more than 3,000 staff members were registered users and more than one third of all users were "active" users, participating in the last 30 days. In 2013, 37,603 total content items were created on the ICN, which includes 21,878 status updates, 7,619 documents, 4,946 discussions, 2,462 blog posts, 256 polls, and 442 ideas. As we see increase in use and collaboration on the ICN, we are also working to identify best practices in employee engagement.

Creating a Cohort of Managers and Supervisors Across NARA

NARA is working to strengthen communication and engagement of all managers and supervisors throughout the agency. The goal of this effort is to create a cadre of skilled managers and supervisors with a common ethos that supports the mission of the agency. We have launched monthly forums, where managers and supervisors can discuss topics of importance, share information, provide input, and take part in short "nuts and bolts" trainings.

As part of these efforts, all managers and supervisors now receive a bi-weekly email bulletin from the Deputy Archivist of the United States highlighting important initiatives from across the agency. These bulletins help inform managers and supervisors so that they can effectively communicate with their staff members on issues that affect the entire agency.

We have created a Learning and Development program for managers and supervisors and have conducted a survey of communication tools, knowledge, and issues they are facing. Utilizing workforce profile data for managers and supervisors, we are identifying key demographics and possible issues to address via recruitment and succession planning. Future efforts will include work on developing a supervisory ethos and a supervisor handbook and toolkit. All of these efforts help strengthen engagement of managers and supervisors and increase involvement in decision-making and planning for the agency.

Addressing Employee Satisfaction

At the National Archives and Records Administration (NARA), we are committed to developing systems and structures that stimulate innovation and support employee engagement at all levels of the agency. Activities to improve Employee Viewpoint Survey (EVS) scores require NARA to focus on building skills and improving processes and policies to increase employee satisfaction and engagement. There are multiple on-going activities that support collaboration and transparency in identifying obstacles to employee engagement and ways to resolve issues. Offices across the agency meet monthly, identifying ways to improve performance, share progress, accomplishments, best practices, and lessons learned. Managers/supervisors and staff partner to work on improvement plans, to help staff feel empowered to make decisions that affect their workplace.

Project/action plans (agency-wide/office levels) are posted on NARA@work/Annual Employee Survey page for transparency, enabling staff participation throughout the process. We also mandate (at the least) monthly communication on the progress to all staff. Examples of some of the actions that NARA offices are taking to increase employee engagement and satisfaction include:

- Developing employee rewards and recognition programs to create a positive work environment, improve employee morale, and motivate high performance
- Implementing various avenues to improve communication between managers and staff (i.e. managing by walking around, open door policy, frequent meetings, Executive meetings, etc.)
- Improving personal empowerment with respect to work processes through clearly defining roles and performance expectations, communicating responsibility and accountability, encouraging work team collaborations, fostering an atmosphere for creativity/innovation, and documenting standard operating procedures

We conducted a series of “Great Place to Work” professional development workshops for managers and supervisors on a monthly basis. The focus of the workshops was to provide tools and opportunities for discussion and sharing of best practices that equip supervisors and managers with the necessary tools to build a great place to work. The workshops were recently integrated into the overall Learning and Development vision and are part of the overall framework to ensure collaboration. A “Great Place to Work” space on the Internal Collaboration Network is now available to all staff. This space is a one-stop shop to connect to all current resources that impact employee satisfaction and engagement.

NARA 311: Improving Employee Access to Internal Services

NARA is also working to improve communication so employees can easily access the internal services they need. The NARA 311 system is a bold initiative that offers a one stop, non-emergency number to assist staff with requesting internal services. This cross-agency program was developed as a direct result from the Internal Services Satisfaction Survey (ISSS), Employee Viewpoint Survey (EVS), and multiple focus groups. It provides the ability for staff members nationwide to call 311, choose an option, talk to a representative, receive an open ticket number for tracking purposes, and find the answer they need. When dialing 311, NARA staff members can choose the IT Help Desk, the Human Capital Office, Facilities, and All Other Services.



Over 1,000 calls have been placed to 311 since its inception in June 2013. The 311 initiative has received overwhelmingly positive reviews from staff and we are looking to expand the system to include even more services in the near future.

Promoting Training Opportunities

NARA’s Learning and Development Division recognizes the importance of transparency in promoting and supporting good governance and in promulgating awareness for the organization’s development opportunities. The Learning and Development Division regularly communicates training opportunities and guidance for internal customers through various means:

- Policy and guidance on training through NARA Notices
- Information briefs at all-hands and supervisor forums
- Specific course or program advertisements, discussions, and blogs on NARA’s Internal Collaboration Network (ICN)
- Email announcements to staff

● NARA's Learning Management System

Additionally, NARA's training programs support external open government initiatives by providing learning opportunities for NARA's workforce consistent with development of appropriate competencies.

Documenting NARA Career Paths

In support of NARA's new strategic goal, "Build our Future through our People," and feedback received through the Employee Viewpoint Survey, NARA launched a major new initiative called "career pathing." Career pathing is a process used to document and inform employees about academic qualifications, competencies, knowledge, skills, and other characteristics required at all grade levels within their occupational field. Documented career paths will provide staff improved transparency regarding opportunities for advancement/movement and the requirements for these jobs along with supporting resources to build competencies.

This initiative has three major components:

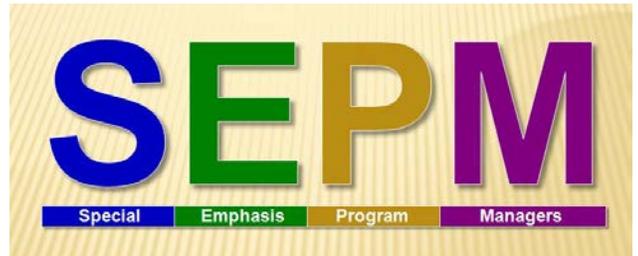
- The first involves adjusting and creating career paths to ensure NARA has the right mix of career paths to allow staff and the agency to flourish in the future
- The second component is documenting the career paths and communicating specifically what is needed to advance in your job or move to another position
- The third component is the identification of resources and development of learning programs to support career growth

NARA identified a core team of staff in the Office of Human Capital to partner with stakeholders to develop documented career paths. Stakeholders across the agency are engaged in the process, providing input on perceived barriers to advancement, training requirements, typical career movement within the occupation and recommendations for consideration. Information on career paths is posted on the Internal Collaboration Network (ICN) for staff review and collaboration. Materials are also distributed through supervisory/managerial channels to reach staff.

The initial focus will be on the GS-1420 and GS-1421 series, including Archivists, Archives Technicians, Archives Specialists and Archives Aids, making up 49 percent of NARA's workforce. Career paths will continue to be developed for additional occupations across NARA once the 1420 and 1421 occupations are complete.

Improving Equal Employment Opportunities through the New Special Emphasis Program

In November of 2013, the National Archives and Records Administration (NARA) launched one of the new Affirmative Employment Programs, nationally recognized as the "Special Emphasis Program" throughout the Federal government. This program is managed by the Office of Equal Employment Opportunity (EEO) Programs at NARA. Through collaboration, the EEO Office helps to identify gaps and provides recommendations to management officials and employees on matters that affect equal employment opportunities in the workplace.



Who better to serve as Change Agents than employees themselves? The EEO Office called for volunteers and over 80 NARA employees applied to work on a collateral duty assignment to serve as a Special Emphasis Program Manager (SEPM) for a two-year term. Among the applicants, 57 SEPMs were appointed throughout NARA facilities in 15 states ranging from grade level GS-3 to GS-14.

The SEPMs are working with the EEO Office on efforts that help eliminate disparate treatment or institutional barriers that may have the potential for denying employment opportunities for individuals or groups of individuals based on their race, color, national origin, religion, sex, age, sexual orientation, parental status, genetic information, disability or reprisal. Accordingly, the SEPMs will assist with initiatives and activities that help create a work environment that supports fair and open competition for all employees regardless of their differences.

SEPMs are a resource to managers and supervisors, employees, and prospective applicants throughout the employment cycle - Outreach, Recruitment, Hiring, Employee Development/Advancement, and Retention. SEPMs assist in the evaluation of

policies, procedures, and practices as well as in the elimination of potential or existing barriers. They are not involved in any aspect of the EEO complaints process and they do not represent individual employees.

Most importantly, SEPMs will bring the Agency practical solutions that can be implemented in the workplace. Some of the actions/goals for the following two-years– big and small, local and agency-level, include:

- Compiling a list of local diverse organizations that can help advertise vacancies
- Help supervisors navigate the disability accommodation process
- Help managers identify creative non-monetary ways to recognize employees for their accomplishments throughout the year
- Promote maximum visibility of internal agency developmental and advancement opportunities, including training
- Coordinate free professional development workshops for employees, interns and contractors, such as Federal Resume Writing and Interviewing Techniques
- Facilitate mentorship and coaching activities such as Speed Mentoring
- Support and collaborate with employee affinity groups to promote and strengthen outreach, recruitment, employee engagement, training, and retention efforts
- Create organizational work plans to address the needs of the Agency's organizations and help to execute EEO initiatives in accordance to the Equal Employment Opportunity Commission's Management Directive 715, also known as MD 715

The SEPMs efforts align with the Agency's strategic goal, "Build our Future through our People." The SEPM program has the capacity to affect positive change in NARA in a large scale through the direct influence in workforce engagement. In addition, this collateral duty assignment helps employees expand their knowledge and learn new skills in the areas of EEO, Diversity, and Inclusion.

Providing Increased Transparency to NARA's Budget

NARA has worked to strengthen employee engagement and communication around the agency's budget. In order to provide transparency to this process, we make sure our internal and external stakeholders are aware of budget decisions. Budget transparency allows everyone to have an understanding and work together as a team. It also allows employees and managers to ask specific questions about their program needs. We keep our internal customers informed via several channels:

- NARA All hands and Managers and Supervisors meetings
- NARA's Internal Collaboration Network (ICN) and Declarations, an internal staff blog
- NARA Notices on budget updates
- Posting NARA's Congressional Justification on Archives.gov

We strive to foster a collaborative relationship with our external customers and seek to increase transparency in our budget through:

- Regular meetings with the appropriators on Capitol Hill
- Regular meetings with the Office of Management and Budget (OMB)
- Congressional budget hearings
- NARA's Congressional Justification and Performance Budget books

To see more information about NARA's budget, please visit <http://www.archives.gov/about/plans-reports/performance-budget/>.

Increasing Staff Engagement with Reporting and Performance Measurements

Throughout the year, NARA's Performance and Accountability Office hosts 90-minute hands-on classes for NARA staff on how to use NARA's Performance Measurement and Reporting System (PMRS). Available to all NARA staff through NARA's internal website, PMRS is a data warehouse of performance data that staff can use to answer statistical questions about NARA. The classes encourage staff engagement with the information and staff members learn how to drill into the data and manipulate the display to meet their needs.

NARA will work to create a Strategic Reporting Dashboard as a one-stop shop for progress on strategic goals and objectives identified in NARA's Strategic Plan. The dashboard will provide links to quarterly and bi-annual assessments of progress against NARA's strategic goals, links to performance measures from NARA's Performance Measurement and Reporting System, and access to other performance planning and reporting related information. NARA staff will be able to use this dashboard to gain an overall understanding of how well we are performing against NARA's strategic goals and objectives.

3. Flagship Initiative: Innovate to Make Access Happen

The holdings of the National Archives are vast and with more than 12 billion pages of textual records alone, it is essential for the National Archives and Records Administration (NARA) to employ innovative strategies to provide effective online access.

“Make Access Happen” is the first goal of our new [Strategic Plan](#), which includes strategic initiatives to digitize and describe all of the records of the National Archives. Digitizing and describing all of our records is a vital strategy to providing greater transparency to the Federal Government and fundamentally strengthens our democracy.

The Flagship Initiative supports our goal to “Make Access Happen” and contains the following components:

- Establishing the Roots: A Digitization Program to Fuel the Future
- Strengthening the Core: The Online Catalog of the National Archives and Archives.gov
- Branching Out: Innovations in Collaboration and Engagement

To make access happen we need to establish more substantial “roots” that increase the number of records that we digitize and strengthen the “core” systems that serve as our platforms for all of our online access -- the agency’s Online Catalog and Archives.gov. With substantial roots and a strong core, we can “branch out” in innovative ways through engagement and collaboration so that the public can make greater use of National Archives records. The components of this plan’s Flagship Initiative are lead by the new Office of Innovation, which is the focal point for innovation across the agency and works to strengthen engagement and collaboration among staff, stakeholders, and the public.

3.1: Establishing the Roots: A Digitization Program to Fuel the Future

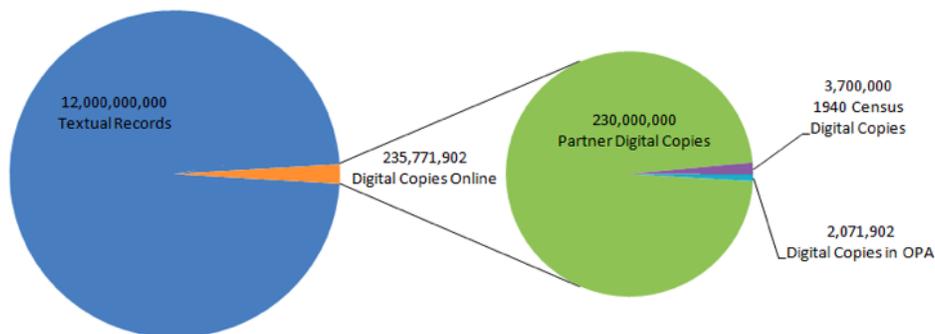
Digitize All Our Analog Records

NARA’s new Strategic Plan includes the initiative to “Digitize all analog archival records to make them available online.” Digitization is foundational to all of our online access efforts, fueling our ability to make records available in our online catalog. Furthering our digitization efforts enables us to share more records from our online catalog to external sites and promote the re-use of records by researchers, citizen developers, and the public.

Digitization of all of our analog records is an enormous challenge, but it is necessary to set this goal so that we transform our approach to digitization. This is a long-term goal of NARA and will spur innovation in large-scale digitization efforts that we might not otherwise consider. It challenges us to approach digitization from a different perspective and examine new efficient and cost-effective means to digitize our analog records.

How many records are digitized?

Out of 12 billion pages of textual records in the National Archives, less than 2 percent is currently digitized. More than 235 million pages have been digitized, with a large portion achieved through partnership agreements. More than 2 million images are currently available in the agency’s Online Catalog and NARA digitized 3.7 million images of the 1940 Census, which are also available online.



NARA Digitization Totals at the End of Fiscal Year 2013

Establish Digitization Governance

NARA will develop a digitization program to support the strategic initiative to digitize our analog archival records. This program will be supported by the establishment of a digitization governance board, which will work to update the agency's digitization strategy. The agency's digitization program will also focus on harnessing the digital copies that are created by NARA staff from across the agency every day so that we have effective and efficient processes that support getting digital copies quickly available in our online catalog.

Update NARA's Digitization Strategy

Through the work of the digitization governance board, NARA will update the agency's existing digitization strategy. The board will consider strategies that will enable the agency to digitize analog records of the National Archives and will seek input from the public and NARA staff in the creation of the new digitization strategy.

Expand Digitization Partnerships

NARA will seek to expand digitization partnerships that support our strategic initiative to digitize analog archival records. Partnerships have played a critical role in NARA's strategy of providing digitized content for online access. Through NARA's online catalog and partner websites, the public has access to over 235 million images from our digitized collection. Partners created over 97 percent of these images and NARA foresees this trend continuing in the future. Much of the work done through partnerships has focused on genealogical records and NARA will continue working with existing partners to digitize our holdings at facilities across the country.

In addition to the genealogical work, NARA will look to expand partnerships to other types of records such as aerial photography, still pictures, and motion pictures. There is increased public demand for these types of records and the marketplace has shown that business models can be sustained on digitizing archival material. NARA anticipates exploring these avenues and expanding the number of partnerships.

For more information about NARA's current digitization strategy, as well as information about digitization partnerships, please visit <http://www.archives.gov/digitization/>.

3.2: Strengthening the Core: The Online Catalog of the National Archives and Archives.gov

Describe All of Our Records

NARA's new Strategic Plan includes the initiative to "Describe all holdings online to make them easy to use and provide archival context." Description is essential to our ability to "make access happen" and make our records available through our online catalog. The Description Program at the National Archives enables us to provide the archival context of records as they are shared and re-used by researchers, citizen developers and the public.

The Description Program has worked to describe and make available the records of the National Archives for more than 15 years. NARA centralizes metadata standards through the agency's Lifecycle Data Requirements Guide, which is followed across all lifecycle systems. By the end of Fiscal Year 2007, the Description Program had accomplished the description of more than 50 percent of the total traditional holdings of the National Archives. Despite yearly increases in accessioned records, 82 percent of the total traditional holdings of the National Archives were described by the end of Fiscal Year 2013, representing more than 3.68 million cubic feet of records.

Nearly 300 NARA staff members, including archivists, specialists, and technicians, are responsible for describing NARA's records. This includes 34 offices within two program areas -- Research Services and Legislative Archives, Presidential Libraries, and Museum Services. Description covers a wide variety of subjects in a wide variety of formats, including textual records, sound recordings, motion pictures, maps, still pictures, electronic records, and artifacts.

Launch the Description and Authority Services System

NARA will launch a new internal description system in 2014. The Description and Authority Services (DAS) system will serve as a modern data entry system. Staff members working on description projects at NARA will enter all descriptive metadata into the new system. The creation of DAS was a collaborative effort between staff members in the Office of Innovation, Research Services, Presidential Libraries and Legislative Archives. Various staff members from across the agency, who are responsible for description review within their units, provided significant contributions in the design, development, and testing phases, which has been critical to the success of the project.

This system integrates the description workflow to create efficiencies in the description entry process. This new system will empower archivists with modern tools and provide comprehensive tracking, reviewing, and reporting. The new DAS system will also contribute to our strategic goal to describe all of our records, with a goal of 95 percent of our holdings described by the end of Fiscal Year 2016.

Description of the records of the National Archives is vital to “Make Access Happen.” Without description, the public will not have enough information to access and make use of the records. Fundamental to the archival profession, description serves to shine a light on our holdings so the public can search and make use of the records of the National Archives, increasing transparency and accountability in our democracy.

Improve Discovery and Increase Scalability of Records Online

NARA will improve the scalability of the online catalog of the National Archives to handle hundreds of millions of additional digital and digitized records, which come from our partnership agreements as well as our internal digitization efforts. NARA will work to enhance search to allow users to more easily find records within the vastly increased online content. NARA is working to launch an improved Online Public Access (OPA) system in 2014.

Mobile Optimize and Public APIs to Drive Re-Use of Records

As part of this work to improve the OPA system, we will also mobile optimize the catalog and develop a public application programming interface (API) to fuel the re-use of National Archives records by citizen developers. Simple English Wikipedia defines an API as “a set of functions, procedures, methods of classes used by computer programs to request services from the operating system, software libraries or any other service providers running on the computer.”

The development of a public API for the agency’s online catalog will further our implementation of the [Digital Government Strategy](#) and dramatically expand the possibilities for the public’s use of NARA records and descriptive metadata in a variety of formats, including JSON, XML, and CSV. The public availability of an API for the online catalog of the National Archives will introduce a wide variety of opportunities for NARA to leverage descriptive metadata, digital images, and crowdsourcing functionality in new ways.

Social Catalog Transformation

NARA is working to transform the agency’s online catalog, the Online Public Access (OPA) system, into a platform that enables the public to contribute directly to the records of the National Archives. By taking the lessons learned from our projects on the Citizen Archivist Dashboard, we are driving this innovation back into the very structure of our online catalog. The transformation of OPA into a social catalog will enable ongoing contributions and scalability of crowdsourcing to all records within the catalog.

We will work to improve tagging capabilities and streamline the user experience so that users can easily tag records and individual images within the catalog. We are working to introduce new functionality for users to contribute transcription, translations, and comments. We have also begun work to accept digital images and metadata from citizen archivists and provide attribution for this contribution in our online catalog.

The ability to add contributions will be available through OPA’s future public API, which will introduce new capabilities for both NARA and citizen developers to build future crowdsourcing applications through “write” API functions.

Improvements to Archives.gov

In support of the Obama Administration’s Cloud First policy, NARA is working to move our public website, Archives.gov, to a cloud-based solution in 2014. We anticipate that a cloud-based solution will allow greater flexibility to increase capacity quickly when there are increases in traffic due to availability of newly released records that are of high interest to the public.

To coincide with the increased web traffic from the release of the 1940 Census, NARA moved Archives.gov to a cloud-based solution in 2012, but due to significant instability of the cloud host, Archives.gov was rolled back to NARA servers. With refined business and technical requirements, we are continuing work to migrate Archives.gov to a cloud-based solution. To coincide with this move to the cloud, we also working to implement Drupal, an open source content management system for Archives.gov.

NARA has completed the implementation of Drupal for the agency’s intranet, NARA@Work, which has provided us with valuable lessons that will be utilized in the implementation for Archives.gov. Additionally, we have completed a redesign of

the intranet with significant feedback and participation from employees through voting on designs, cards sorts, and usability testing. This work was aimed at increasing employee satisfaction with the ability to find the information they seek on the agency's intranet. Since the launch of the redesigned Archives.gov in 2010, NARA continues to work to make improvements to Archives.gov so that the website is an easy and effective tool for our users.

To access NARA's online catalog, the Online Public Access (OPA) system, please visit <http://www.archives.gov/research/search>. To access NARA's website, please visit <http://www.archives.gov>.

3.3: Branching Out: Innovations in Collaboration and Engagement

With substantial roots in digitization and a strong core in our online platforms -- our online catalog and Archives.gov -- we use innovative strategies to effectively "branch out" so that the public can make use of the records of the National Archives in new ways. By fostering greater collaboration and engagement in our records and developing projects that help "make access happen," we will ensure that greater numbers of citizens are able to make use of the records of the Federal Government.

Launch the Innovation Hub

The Office of Innovation is working to launch the Innovation Hub, an experimental unit that will be responsible for developing new ideas and tools that will enhance digital access and archival research. The Innovation Hub will be dedicated to rethinking what the National Archives can do in the digital era, while fostering collaboration among archivists, technologists, researchers, citizen archivists, and citizen developers.

With a focus on agile development, the work will focus on exploring new ideas, developing proof-of-concept pilots and web applications as well as furthering the collaboration with the public through scan-a-thons, hackathons and challenges. The Innovation Hub will explore a variety of projects, including:

- Citizen archivist crowdsourcing tools
- An external collaboration network where researchers and NARA staff can engage on historical topics related to National Archives records
- Tools for citizen digitization efforts
- Collaboration efforts with the Wikipedia community

NARA will be working on renovation of physical space to serve as the Innovation Hub at the National Archives Building in downtown Washington, D.C. during Fiscal Years 2014 and 2015. NARA is working to develop the space to be used for a wide variety of purposes, including public events, workshops, co-working sessions, trainings, hackathons and scan-a-thons. We will explore rotating staff representation as well as public engagement in the Innovation Hub projects, as well as hosting a variety of staff workshops and public events.

Develop Crowdsourcing Tools to Unlock Government Records

NARA will sponsor two fellows during the third round of the Presidential Innovation Fellows (PIF) program in 2014. The fellows will lead open development of crowdsourcing tools that will see to help unlock data and information from records formats and allow the public to easily contribute to the records. These tools will build upon our existing crowdsourcing efforts, which have included the Citizen Archivist Dashboard, transcription pilot projects, scan-a-thons, and collaboration with the Wikipedia community. The PIFs will work to further the goals of the Innovation Hub and engage citizen developers and citizen hacking communities to create thriving open source projects.



Expand the Citizen Archivist Initiative

The Citizen Archivist Dashboard serves as a portal for NARA's crowdsourcing projects. In our last Open Government Plan, we outlined the different types of projects and our efforts to engage the Wikipedia community. Over the next two years, NARA will work to expand our Citizen Archivist Initiative in order to increase participation and contributions to our records.

We are taking the lessons we've learned from our pilot projects and experimentation and we are working to introduce crowdsourcing features into our online catalog, the Online Public Access (OPA) system. We are working to introduce writable fields for tags, transcriptions, translations, and comments so that researchers, citizen archivists, and the public can contribute directly to the records in our catalog. These fields will also enable us to "pull-back" contributions from external projects and

third-party applications, as well as build new projects that leverage these crowdsourcing writable fields through an API for our online catalog.

Since launching the Citizen Archivist Dashboard in December 2011, we have heard from many teachers, students, researchers and stakeholder groups that they are interested in providing more contributions. Our work to launch crowdsourcing in our online catalog will help us scale to meet the need, while not creating new significant workloads for NARA staff members.

In addition to the work of the Presidential Innovation Fellows to develop crowdsourcing tools, NARA will also launch a project that will allow the public to subtitle and improve the accessibility of historical films from records of the National Archives.

To learn more about NARA's current citizen archivist projects, please visit the Citizen Archivist Dashboard at <http://www.archives.gov/citizen-archivist>.



Expand Wikipedia Efforts

NARA has been engaging the Wikipedia community since 2011, when we welcomed a Wikipedian in Residence and began holding events to build awareness of the records of the National Archives. In 2013, we welcomed a full-time employee devoted to engaging the Wikipedia community along with NARA staff members to promote greater access, reuse, and context for our records on Wikipedia.

Our work strengthening digitization and description fuels our ability to make records available on external platforms like Wikipedia. In 2012, we shared 100,000 digital images from our holdings to Wikimedia Commons. This work enabled digital copies of our records to be incorporated into Wikimedia projects and Wikipedia articles. The 4,000 Wikipedia articles featuring our records received more than one billion page views in Fiscal Year 2013. Over the next two years we will work to increase the number of National Archives records available on Wikimedia Commons, which furthers our strategic goal to “Make Access Happen” and expands re-use of our records by the public.

We are continuing our work to engage local communities of volunteer Wikipedians with on-site events, including skills-building workshops and “edit-a-thons” for improving Wikipedia content related to our holdings. In addition, we are establishing a model for “scan-a-thons” to enable citizen archivist stakeholder groups to digitize our records for access.

We have worked to develop policies and best practices for NARA staff and other professionals to contribute to Wikipedia articles and NARA staff members regularly engage in sharing our experiences and insights about Wikipedia with other cultural institutions. We are also collaborating on the development of the GLAM-Wiki U.S. Consortium, which brings together archivists, librarians, museum professionals, and Wikipedians to work on building skills and shared understandings.



Expand Use of Social Media Business Tools

NARA has been a leader in the use of social media business tools to enhance collaboration, engagement, and participation of the public with the records of the National Archives. The use of social business tools helps us achieve the mission of the agency and has dramatically expanded the reach of our records, increasing transparency and promoting the re-use of records for new purposes.

In 2009, the agency began with a single social media platform by sharing digitized records and descriptive information about these records on Flickr. Today, we now have more than 160 external projects on 15 platforms, including Flickr, Foursquare, Facebook, Twitter, Youtube, Blogs, Tumblr, iTunes U, Google+, Wikispaces, Dipity, GitHub, Instagram, Storify, and Pinterest. National Archives content and records received more than 54 million views on these platforms in Fiscal Year 2013.



Social Media extends our reach and our ability to connect with customers where they are and where they are spending their time online. We have also seen the transformation of engagement from “one-way” (letting the public know what we’re doing) to “two-way” (engaging with the public in a dialog around the records). Social media platforms make two-way engagement easy from simple awareness through “follows,” “likes,” and “+1s” to substantive comments that ask questions, provide input, and illustrate how much the public is engaging with the records and with NARA staff members.

With more than 300 staff members involved as content creators for external social media projects in Fiscal Year 2013 and more than 2,100 staff members involved in the agency’s Internal Collaboration Network, using social business tools has become a way to do our jobs. This strengthens digital government and furthers our open government efforts, providing more transparency and greater participation and collaboration.

Not only have we seen great success in the reach of our social media projects, but we are also transparent about these efforts. We’ve published our Social Media Strategy, which provides direction for the projects we develop. We publish our social media statistics monthly and make available digital copies of our agency’s signed Terms of Service agreements with external platforms. All of this information helps inform not only our decision-making process, but is also helpful information for other Federal agencies, cultural institutions, and external organizations.

To learn more about NARA’s social media use and platforms in which you can find National Archives records and content, please visit <http://www.archives.gov/social-media>.

4. Strengthen Transparency at the National Archives

4.1 Open Data Policy

(archives.gov/data)

At the National Archives and Records Administration (NARA), we are working to implement open data policies, including the May 9, 2013, Executive Order (EO 13642) and accompanying Open Data Policy - Managing Information as an Asset (M-13-13). The policy requires agencies to open data and information in machine-readable formats in order to fuel innovation in government and the private sector. Our Open Data efforts are an expansion of our work in Open Government and Digital Government Strategy and support the agency's transparency efforts and engagement with citizen developers.

Public Data Listing

Our Public Data Listing contains data assets that are available to the public and is available at Archives.gov/data.json. These include datasets in a variety of formats, including XML, CSV, PDF, and HTML. You can also access the entire listing and access previous listings from Archives.gov/data. NARA's publicly available data assets will be incorporated into the newly re-launched Data.gov.

Data Inventory Schedule

NARA will follow the Office of Management and Budget (OMB) requirements for quarterly reporting and will work to maintain the Enterprise Data Inventory by expanding the number of data assets included in the inventory, enriching the metadata, and opening additional data assets by November 1, 2014. NARA will update the enterprise data inventory as data assets are identified throughout the agency or at least quarterly. NARA will work towards the following milestones:

- By February 28, 2014 begin public feedback and staff input; enrich metadata of public assets
- By May 31, 2014 expand data assets to include resources available on Archives.gov; enrich metadata of public data assets
- By August 30, 2014 expand data assets to include historical datasets on the agency's Online Public Access system; enrich metadata of public data assets
- By November 30, 2014 expand data assets to include those identified by NARA program offices, staff members, and the public; enrich metadata of public data assets

Internal nomination of data assets by NARA staff members will be encouraged and reviewed quarterly for new data assets. There will be an "open call" for staff members to identify any data assets over time on the agency's internal communication network. NARA will work with data asset owners to enrich metadata, including increasing the number of keyword tags and clarifying descriptions of data. NARA will regularly identify new data assets related to information systems through the agency's Capital Planning and Investment Control (CPIC) process, as business needs are identified.

During the first quarter of Fiscal Year 2014, NARA published initial public data inventory in November 2013, updated and expanded metadata in December 2013, and expanded metadata and added additional public data assets in January 2014. In February 2014, NARA began public feedback by inviting comments and suggestions through the NARAtions Blog with the blog post, "[Have Your Say: Open More Data](#)." NARA also began staff feedback began by inviting comments and suggestions on the agency's Internal Communication Network and through an internal blog post.

Customer Feedback Process

NARA will consider suggestions from the public on expanding, enriching, and opening data assets. Please send us your ideas and suggestions via email to opengov@nara.gov, comment on the NARAtions Blog, or open an issue on the [feedback repository](#) on the US National Archives GitHub account. In your feedback, please let us know if there are alternative formats you would like to see for data assets so that the data can be more easily used.

Data Publication Process

NARA will determine whether data assets have a valid restriction to release and ensure appropriate data assets are made available publicly. This process will include internal review of data assets by the agency's General Counsel and NARA's senior leaders. NARA will utilize the access levels of "Public," "Restricted Public," and "Non-Public," as defined by implementation guidance, to categorize all agency data assets.

Learn More

To learn more about the agency's implementation of the Digital Government Strategy and the agency's implementation milestones, please visit <http://www.archives.gov/digitalstrategy>. To learn more about NARA's resources for developers, please visit <http://www.archives.gov/developer/index.html>. To learn more about high value datasets NARA makes available, please visit <http://www.archives.gov/open/available-datasets.html>.

4.2 Plain Writing at the National Archives

President Obama signed the Plain Writing Act of 2010 on October 13, 2010. The act requires Federal agencies to write "clear Government communication that the public can understand and use." The Plain Writing Act calls for writing that is clear, concise, well organized, and consistent with other best practices appropriate to the subject or field and intended audience. Such writing avoids jargon, redundancy, ambiguity, and obscurity.

At the National Archives, the Archivist established the Plain Writing Working Group to help NARA staff use plain language in their communications with the public. Plain writing is certainly not a new concept, but at the National Archives, we know that we need to be clear and understandable so that our customers can use forms and web pages without getting lost and frustrated.

The Plain Writing Team has:

- Trained a total of 230 NARA staff in plain language through webinars, Learning Management System (LMS) online training, and instructor-led workshops
- Developed an internal plain writing web page that provides resources and training for NARA staff on plain language
- Developed an external plain writing web page that explains how we are using plain language and asks for public comments about NARA's communications
- Posted weekly plain language "tips" on our staff blog and archived them for future reference
- Reviewed the National Personnel Records Center Survey of Customer Satisfaction and will use this survey as a customer feedback tool for plain language
- Updated the agency's Style Guide to include plain writing techniques, guidelines, and examples
- Developed an internal policy on NARA's Plain Writing Program

Additionally, the Plain Writing team:

- Reviews communications directed to the public
- Reviews documents before they are published in print or on the web
- Reviews existing documents when they are revised
- Continues to write plain language "tips" and short articles and archive them on our staff blog
- Is planning more face-to-face and webinar workshops on specific plain language issues
- Meets monthly in teleconferences with plain language contacts in Washington and field offices around the country

To learn more about plain writing at NARA, visit www.archives.gov/open/plain-writing/.

4.3 Freedom of Information Act at the National Archives

[archives.gov/foia](http://www.archives.gov/foia)

At the National Archives and Records Administration (NARA), we understand that the effective implementation of the Freedom of Information Act (FOIA) is a critical component of open government. NARA's staff, at all levels of the agency, is committed to improved compliance with the statute and the spirit of openness established by existing policy. Our primary goals are to expand our ability to act on FOIA requests in a timely manner, actively work to decrease our backlog of pending requests, find workable solutions to facilitate the prompt review of classified records by agencies that have interests in the records, work with the Office of Government Information Services to mediate or resolve issues that prevent NARA's ability to fully process a pending request, and proactively disclose information that is of interest to FOIA requesters and the research community at large.

NARA has responded to public access requests for government information since long before FOIA's enactment. NARA accepts FOIA requests for the operational records that NARA creates while conducting government business as well as for the

accessioned archival records that NARA receives and maintains from all Executive branch agencies as part of the National Archives of the United States. NARA also accepts FOIA requests for Presidential and Vice Presidential records subject to the Presidential Records Act. Most, but not all, of our holdings are Federal records, which originated from an Executive branch agency, and Presidential records that are now subject to the FOIA. Using the principles and processes embodied in FOIA, NARA makes available to the public these archival holdings. In the vast majority of situations, FOIA requests are not necessary to access these records. NARA also discloses on our website descriptive information concerning our holdings, publicly available electronic records, and digital images of open materials.

Typically, the federal records requested under FOIA were reviewed by an archivist when they were received by NARA. During this initial processing stage, archivists determine whether records can be immediately made available to the public, or whether by withholding whole pages or folders from a box of records, the majority of the records in a box may be made available. A FOIA request is required when an archivist has reviewed a box and determined that the records remain so sensitive that a line-by-line review of the information is required prior to release.

Archival Records

NARA's Office of Research Services oversees the unclassified, archival holdings from federal agencies in Washington, DC and all of our regional facilities, while NARA's National Declassification Center (NDC) oversees the classified archival holdings from federal agencies. Presidential libraries whose holdings are subject to the Presidential Records Act process FOIA requests separately as well. Initial requests for access to records are tracked and processed by the component of NARA having custody of the records. This process allows requests to be handled by the individuals who are most familiar with the records and who are best suited to talk with FOIA requesters about those records.

The Office of Research Services leads the way in making permanent Federal records from government agencies available to the public. This office is responsible for planning, directing, and coordinating a comprehensive program to review materials. Research Services processes FOIA requests for some of NARA's most sensitive historical records. This office also participates in interagency programs to develop government-wide regulations for the declassification of security classified materials. In addition, the office conducts numerous "special reviews" to facilitate research of restricted materials for visiting researchers.

In Fiscal Year 2013, the Office of Research Services received approximately 1,943 FOIA requests for The Office responded to 52 percent of those requests within the 20 working days required by statute. The completion rate fluctuates with the volume of incoming FOIA requests, including the number of simple FOIA requests that can be quickly moved through the processing queue, compared to the number of complex requests that take much longer to process (those requiring additional review time based on the large number of responsive records or those which require NARA to address classification or other issues).

The National Personnel Records Center (NPRC) in St. Louis, MO, which maintains both the civilian and military personnel records for the entire Federal Government, is NARA's largest location outside the Washington, DC area. Official Military Personnel Files (OMPFs) comprise the single most requested group of records at NARA. In Fiscal Year 2013, the NPRC received approximately 9,629 FOIA requests and completed the processing of approximately 9,768 requests. Of those, 89.5 percent—approximately 8,745—were completed within twenty (20) working days. Some FOIA requests for military records take considerably longer than twenty (20) working days, *e.g.*, if the request is for a record that was destroyed in the 1973 fire at the NPRC and the data must be reconstructed from other sources, or if the record has been borrowed by another agency. (The NPRC also provides access to over one million requests for personnel records that remain in the legal custody of other agencies.)

The National Declassification Center received approximately 581 FOIA requests in Fiscal Year 2013. NARA's control over the time within which many of these requests are resolved is limited because we must refer requests for classified records to the originating agencies for declassification review. The NDC is discussed in further detail in Section 5.2 of this plan.

The Office of Presidential Libraries administers NARA's nationwide network of Presidential libraries. The Presidential libraries are not traditional libraries, but rather archival depositories that preserve and make available the records and other historical materials of each president since Herbert Hoover. Until the Presidential Records Act of 1978 (PRA) went into effect at the beginning of Ronald Reagan's term, materials at the libraries were donated personal property, which are not subject to the FOIA. (The Nixon historical materials are governed by a special statute, the Presidential Recordings and Materials Preservation Act, and are also not subject to FOIA.) Each library may also contain a small amount of Executive branch agency records that are subject to the FOIA.

Presidential records at the Ronald Reagan, George H. W. Bush, William J. Clinton, and George W. Bush Libraries are subject to the Presidential Records Act, which incorporates the FOIA with several variations. The PRA applies to the official records of Presidents, Vice Presidents, and their staffs. The PRA, however, restricts all public access to Presidential records for the first five (5) years after the end of an administration, at which time the public can seek access to the records through FOIA. In addition, for the first twelve (12) years, the PRA allows the President to invoke as many as six (6) specific Presidential restrictive categories, along with eight of the nine FOIA exemptions to public access, and there is no judicial review of denied requests. After twelve (12) years, regular FOIA procedures apply, except that the (b)(5) exemption is not available. In addition, the Presidential Records Act establishes procedures for Congress, courts, the incumbent administration and the former President to obtain special access to records that remain closed to the public.

Requests for records under the Presidential Records Act are also subject to the requirements of Executive Order 13489 on “Presidential Records” (issued January 21, 2009). This order, like its two predecessor orders, requires that NARA inform both the incumbent and former Presidents of NARA’s intent to release any Presidential records in response to a pending FOIA or any other request for access. This notification gives the incumbent and former President an opportunity to decide whether or not to invoke Executive privilege over the records. The review period authorized by Executive Order 13489 begins after all review decisions, including classification issues, have been resolved by NARA and other agencies, and the reviewed records are proposed for opening to the public.

During Fiscal Year 2013, Presidential libraries received approximately 204 Presidential Records Act/FOIA new requests and completed approximately 223 requests (some of which consisted of carry-over from prior years). Of these, 35 requests were completed within twenty (20) working days, for an on-time completion rate of 17 percent. The libraries’ low on-time rates are attributable to many factors, including the requirement to perform line-by-line review of all Presidential and Vice Presidential records, compliance with Executive Order 13489, the volume of incoming requests, the size of the library staffs, the overwhelmingly large volume of FOIA requests submitted at the five-year point that a new library becomes subject to FOIA (the George W. Bush Library received within the first week of their records being subject to FOIA, almost 200 FOIA request requiring the library to process 7 million pages of textual records and 16 million emails), and the complex process required for declassification review and consultations with other agencies. The libraries continue to emphasize the importance of providing an initial response to FOIA requests within twenty (20) working days, providing information concerning expected processing times. However, with long backlogs at each of the libraries and the increasing numbers of requests, it has been extremely difficult to meet the statutory time limits for FOIA processing. To address this problem, NARA will explore the best way to implement advanced search and auto-categorization tools that will facilitate more efficient and robust search and review in response to all access requests.

NARA’s Operational Records

FOIA requests for NARA’s operational records are processed by the Office of General Counsel, the Office of the Federal Register, and the Office of the Inspector General. NARA performs extremely well processing FOIA requests for its operational records within twenty (20) working days. During Fiscal Year 2013, NARA received approximately 281 FOIA requests for access to operational records. NARA completed processing of approximately 294 requests in that same time period, including approximately 254 requests within twenty (20) working days, for an on-time completion rate of 90 percent. Since 1999, NARA has answered, on average, 92 percent of all FOIA requests received for operational records within twenty (20) working days. When compared to other executive branch agencies with similar FOIA workloads, NARA does an exceptional job in processing requests within the statutory time limits.

Effective System for Responding to Requests

FOIA requests at all NARA facilities are received via mail, e-mail or fax. NARA also accepts FOIA requests via the *FOIAonline* portal for operational records. Misdirected FOIA requests are routed to the appropriate office for tracking and processing within ten (10) working days, as mandated by the OPEN Government Act. As described below, tracking methodology varies by available technology in the NARA office responsible for processing the incoming FOIA request.

The Offices of Research Services and Agency Services use the Archives Declassification, Review and Redaction System (ADRRES), which automates case tracking and the process of reviewing and redacting sensitive and classified materials in response to FOIA and other legal mandates. ADRRES is an automated records repository that allows staff to scan records into a FOIA case file, redact electronically, and track the request. The system also tracks statistical information concerning FOIA requests used for regulatory and compliance reporting. NARA also uses an unclassified version of ADRRES, the Unclassified Redactions and Tracking System (URTS). Both systems have streamlined the FOIA review process by allowing staff to conduct automated reviews of requested documents. While both offices have the advantage of automated FOIA processing, the

challenge of an ever-increasing workload in comparison to available resources to process incoming requests must still be overcome.

Each presidential library has a database linked to the NARA Performance Management and Reporting System (PMRS) for tracking statistical information concerning incoming FOIA requests performance and for annual reporting purposes. In addition, the Reagan, George H. W. Bush, and Clinton Presidential Libraries have the Presidential Electronic Records Library (PERL) system, which contains both presidential electronic records and finding aids created by the White House. These databases include document-level metadata for incoming and outgoing correspondence that was tracked during each administration by the White House Office of Records Management, which is helpful to NARA staff in finding documents that are potentially responsive to FOIA requests. Electronic records created during the George W. Bush Administration are stored in NARA's Electronic Records Archives and also contain finding aids at the document and/or folder level for millions of textual records created during the administration. These finding aids are now used to identify responsive records at the George W. Bush Presidential Library, whose records became subject to FOIA on January 20, 2014.

Each NARA location outside of the Washington, DC area receives and processes its own FOIA requests. The vast majority of FOIA requests received outside of the Washington, D.C. area are for Official Military Personnel Files (OMPFs), which are processed by the NPRC in St. Louis. Accordingly, NARA created a Case Management Reporting System (CMRS), which allows for electronic tracking of all requests for OMPFs. At the NPRC, all requests pertaining to military veterans are entered into this database and then tracked and processed. All new cases are received electronically or converted to electronic images upon receipt.

This system also allows for collecting various analytical data about FOIA requests. Since the system's implementation, FOIA performance has improved drastically. In Fiscal Year 2003, 60 percent of FOIA requests for military records were completed in twenty (20) working days. By Fiscal Year 2005, the on-time completion rate was 84 percent; as of March 2012, the rate was 91 percent.

To process the FOIA requests for NARA's operational records, NARA began using *FOIAonline*, an interagency online portal for FOIA requests. More information about *FOIAonline* is available in Section 5.3 of this plan on the Office of Government Information Services. This new portal allows NARA to track FOIA requests and requesters to easily access their requests and responsive documents. NARA logs each request it receives and provides a data feed concerning each request to the PMRS, which monitors the processing of FOIA requests against the goals outlined in the annual performance plan. The Chief FOIA Officer and NARA office heads use the data in PMRS to monitor processing, assess the backlogs, set priorities and determine areas for improvement in the process. NARA's Fiscal Year 2014 goal is to process 85 percent of FOIA requests within twenty (20) working days. In the first half of Fiscal Year 2014, 64 percent of requests for NARA operational records were processed within twenty (20) working days.

FOIA Processing and Backlogs

NARA continues to work toward a reduction of its backlog of pending FOIA requests. NARA's 2013 Annual FOIA Report shows that our FOIA backlog shrank by 1,010 requests. NARA received 12,459 requests in Fiscal Year 2013, a decrease of 1,143 requests over the 13,602 requests received in Fiscal Year 2012.

Although NARA has made significant strides to enhance performance on the processing of FOIA requests, we still face significant challenges. Like many government agencies, NARA faces budgetary and staffing limitations that impede our ability to meet FOIA goals.

A breakdown of our current work of pending FOIAs is outlined below by NARA office:

NARA Office	(Approximate) FOIA Backlog as of 4/24/14
Research Services	970
Office of Presidential Libraries	875
Agency Services	2,657
Operational Records	20
All NARA Offices	4,522

Learn More

Information concerning NARA's FOIA program can be found on our website at <http://www.archives.gov/foia/>. For information about the Office of Government Information Services, the FOIA Ombudsman, please visit Section 5.6 of this plan.

4.4 Other Transparency Efforts at the National Archives

Proactive Release of Information

The National Archives and Records Administration (NARA) seeks to proactively release operational records to increase the level of transparency the public has into the working of the agency. NARA has also made available online both the bi-weekly calendars of the Archivist of the United States and agencies' records control schedules.

Operational records can be found on NARA's Freedom of Information Act (FOIA) Electronic Reading Room, available at: <http://www.archives.gov/foia/electronic-reading-room.html>. This page is updated to include information routinely available to the public as well as frequently requested under the Freedom of Information Act. For more information about the implementation of the Freedom of Information Act at the National Archives please see Section 4.3 of this plan.

Archivist's Calendar

The Archivist of the United States, David S. Ferriero's bi-weekly calendar is published to promote transparency and open government at the National Archives. You can expect to find major calendar items by date, including attendees and their affiliation. Bi-weekly calendars are available starting December 27, 2010 through the present on the Blog of the Archivist of the United States at http://blogs.archives.gov/aotus/?page_id=2175.

Records Schedules

In 2010, NARA began to make records schedules available online through the Records Control Schedule repository available at <http://www.archives.gov/records-mgmt/rcs/>. The repository provides access to scanned versions of records schedules or Standard Form 115, Request for Disposition Authority, which have been developed by Federal agencies and approved by the Archivist of the United States. The repository includes images of all post-1973, unclassified records schedules. Also included are records schedules that have been closed without further action, or withdrawn, and are not approved by the Archivist of the United States. Newly approved records schedules are published weekly. To learn more about these efforts, please visit section 5.1 of this plan.

Records Management

NARA continues its efforts to ensure that our records are well managed and therefore contribute to transparency throughout the federal government. Our Corporate Records Management Office has made great strides in educating Information Management Officers and Records Custodians in consistent recordkeeping practices through a series of training modules that will evolve as the electronic records management of emails and agency information is properly brought into the inventory as well. [NARA guidance](#) for email records management known as "Capstone" was recognized as revolutionary, and will be refined as guidance is issued in light of the implementation of Office of Management and Budget M-12-18.

Policymaking Process

NARA's policymaking process for creating and revising NARA regulations will continue to incorporate online public engagement through Regulations.gov and RegInfo.gov, which provide information to the public on the status of pending regulations. Additionally, the National Archives has provided a step-by-step narrative about how it develops or changes regulations, available at <http://www.archives.gov/about/regulations/process.html>.

Participation in Transparency Initiatives

NARA's participation in transparency initiatives includes the following efforts:

- **Data.gov** - NARA makes available public datasets and web apps on Data.gov and publishes the agency's Public Data Listing at Archives.gov/data.json. For more information on the agency's implementation of the Open Data Policy, please see section 4.1 of this plan.
- **IT Dashboard** - NARA uses the Office of Management and Budget's (OMB) IT Dashboard to share the latest cost, schedule, and project performance with OMB, the Government Accountability Office (GAO) and the interested public.
- **Grants.gov and CFDA.gov** - NARA uses Grants.gov to advertise opportunities and collect applications for grants offered through NARA's National Historical Publications and Records Commission (NHPRC) grants program. NARA also uses CFDA.gov to disseminate general information on the NHPRC grants program as well as non-financial assistance programs administered by NARA.
- **SAM.gov, USASpending.gov, and FSRS.gov** - NARA uses SAM.gov to ensure that potential vendors and grantees are registered in the Central Contractor Registry (CCR), have appropriate representations and certifications, and are

eligible to do business with the government (not suspended, debarred, or otherwise excluded) before contract/grant award. NARA reports contract awards and grant awards to the public through USASpending.gov and requires prime contractors to report sub-contracts and prime grantees to report sub-grants through FSRS.gov.

- **Recovery.gov** - NARA did not receive funding through the American Recovery and Reinvestment Act or the Disaster Relief Appropriations Act of 2013 and so does not report through Recovery.gov.
- **E-Government Act** - NARA publishes the annual E-Government report in compliance with the E-Government Act of 2002. NARA will continue to prepare the E-Government Act report and make it publicly available at <http://www.archives.gov/about/plans-reports/e-gov/>.

Whistleblower Protection

NARA's Office of General Counsel is taking the lead in obtaining 2032(c) Certification for NARA from the U.S. Office of Special Counsel (OSC). NARA is in the process of ensuring that all requirements to obtain certification are being met. NARA's Fundamentals of Supervision training course for new supervisors currently includes a module on prohibited personnel practices and whistleblower protection. In addition, NARA has implemented PPD-19 and provided employees with the notice required in the Whistleblower Protection Enhancements Act.

Privacy

Protecting the privacy of both our customers and the public is of paramount interest to the National Archives. While the Privacy Act does not apply to NARA's archival holdings, NARA does screen archival records for personal privacy information of living individuals and takes privacy considerations into account when prioritizing records for digitization.

NARA also maintains Privacy Impact Assessments for IT systems, social media outlets, and third-party web platforms in keeping with OMB guidance, and we republished all NARA Privacy Act System of Records Notices for operational records in 2013.

NARA has no computer matching agreements and does not engage in data mining as defined by the Federal Agency Data Mining Act. Therefore, our only required privacy report is the Senior Agency Official for Privacy's section of our annual Federal Information Security Management Act (FISMA) report to OMB. This report is not publicly available.

Learn more about NARA's Privacy Program at <http://www.archives.gov/foia/privacy-program/>.

Congressional Requests

The Congressional Affairs Office of the National Archives serves as the principle point of contact with Capitol Hill and can assist offices with constituent concerns or questions regarding agency policy and procedures. To learn more about the Congressional Affairs Office please visit <http://www.archives.gov/congress>.

Webpages

The National Archives reports progress and upcoming events related to open government on Archives.gov available at <http://www.archives.gov/open>. The page will be refreshed on a continual basis to inform the public of updates, milestones, events, publications, blog posts and opportunities for public participation. The web page serves as a gateway for open government activities at NARA, including the Freedom of Information Act, records management, digitization, social media, plain writing, Archives.gov redesign, and all datasets available on Data.gov. All previous versions of NARA's Open Government Plan can be found at <http://www.archives.gov/open/open-plan.html>.

Information about NARA's implementation of the Digital Government Strategy can be found at <http://www.archives.gov/digitalstrategy> and to learn more about the work NARA has done to redesign Archives.gov and utilize public feedback, please visit <http://www.archives.gov/open/redesign/>.

Informing the Public of Our Progress

Strengthening transparency at NARA requires active communication of our progress to the public. We will strive to communicate in an efficient and clear way the major milestones and significant actions and business of our agency. We will make announcements in both traditional ways and through social media to encourage two-way communication with the public. While social media is an important and highly interactive way to engage the public, we also realize that more traditional forms of media are sometimes better at reaching members of the public who do not have immediate access to the Internet. A few examples of actions that will be communicated with the public include:

- Significant acquisitions of records

- Releases of previously unavailable material
- Approved agency-specific disposition authorities and the Government-wide General Records Schedules
- Partnerships with outside organizations to increase access to archival material
- Changes in research room procedures
- Changes in visitor/researcher policies
- Temporary closures of records when records are being moved from one facility to another
- Changes to fees charged for some services
- Announcements of conferences, symposiums, exhibits
- Appointments of senior staff
- Availability and awards of grant funds

We use a number of means to communicate with the public, from face-to-face meetings to social media. NARA encourages public feedback through Facebook, Twitter, Tumblr, YouTube, e-mail, blogs, and regular mail. Press releases and on-site press briefings publicize NARA actions and programs through the news media. All press releases are also posted on Archives.gov so that they are available directly to the public. High-level news is announced on the front page of Archives.gov.

We will continue to hold public meetings, such as those held on researcher room changes, to facilitate immediate exchange of ideas. We are also investigating web chat possibilities for communicating with the public. NARA's Facebook sites reach the public at large, as well as targeted audiences. On our public and research pages, we will make announcements about agency-wide actions and developments. Facebook pages maintained by our regional archives and Presidential libraries as well as those relating to the National Historical Publications and Records Commission and the Federal Register will maintain their specialized audiences informed of particular developments in their areas.

Through our NARAtions blog (<http://blogs.archives.gov/online-public-access>), we converse with researchers about issues relating to access to records (both traditional and digital) and the research experience. A Washington, DC, subgroup of NARAtions reaches those concerned about research rooms in the Washington area. The Pieces of History blog (<http://blogs.archives.gov/prologue/>) is the online extension of Prologue magazine, a traditional print publication that tells the public about our holdings, staff research in our holdings, and upcoming programs and events. Through our Records Express blog (<http://blogs.archives.gov/records-express/>), we provide the latest information regarding Government-wide records management activities. To learn more about all of NARA's blogs and social media tools, please visit <http://archives.gov/social-media/>.

5. Provide Leadership and Services to meet 21st Century Needs

5. 1 Records Management: The Backbone of Open Government

(archives.gov/records-mgmt/)

The backbone of a transparent and accountable government is good records management. To put it simply, the Government cannot be accountable if it does not preserve – and cannot find – its records. Across the Government we are falling short in our records management responsibilities, particularly in regard to the exponential growth in electronic records. The long-term success of the Open Government Initiative – and the future of the National Archives – hinges on the ability of each Federal agency to effectively manage its records. At the National Archives and Records Administration (NARA), our records management approach is grounded in these three principles:

- Federal agencies must economically and effectively create and manage records necessary to meet business needs
- Federal records must be kept long enough to protect rights and assure accountability
- Federal records of archival value must be preserved and made available for future generations

Office of the Chief Records Officer

NARA's Chief Records Officer for the United States Government leads records management throughout the Federal Government, with an emphasis on electronic records, and assesses the effectiveness of Federal records management policies and programs. In addition, the Chief Records Officer is responsible for:

- Issuing Federal records management policy and guidance
- Ongoing liaison with the Office of Management and Budget, Congress, the Chief Information Officer (CIO) Council and other external stakeholders on records management issues
- Serving as an ombudsman between agencies and the Archivist of the United States to ensure that NARA and the agencies we serve meet our statutory mandates and records management requirements

The staff of the Office of the Chief Records Officer, about 100 full-time staff members located in the Washington, DC area and around the country, support these efforts. These records and information management professionals actively work with the Federal records officers in over 250 different Federal agencies across the Federal Government. The Office of the Chief Records Officer staff members:

- Develop electronic records management policy and guidance for Federal agencies
- Provide records management training to Federal records officers, IT professionals, legal counsels, program managers, and private contractors who provide records management services to Federal agencies
- Conduct studies and analyses of recordkeeping practices in Federal agencies so others can learn best practices and avoid the costly mistakes of others
- Work with Federal records officers to conduct self-assessments of their agencies' records management programs, using the Archivist's statutory authority to conduct inspections and report findings to the appropriate oversight committees and the Office of Management and Budget
- Work with Federal records officers to appraise and schedule – either for permanent preservation or eventual destruction – the records that each agency creates to ensure adequate and proper documentation of our Government's actions.

NARA's statutory authority – to authorize which records Federal agencies may dispose of and which must be transferred to NARA as permanent records – is the most important responsibility of the Archivist of the United States because it determines what records will come to the National Archives for preservation and access by future generations.

Records Schedules

NARA continues to post scanned images of all post-1973, unclassified, NARA-approved records schedules on its website at <http://www.archives.gov/records-mgmt/rcs>. Records schedules contain description of records series (a grouping of related records) or systems and disposition instructions for each. The portal includes new information explaining the various numbering and control systems used over the last fifty years during the records scheduling process. These explanatory materials provide much-needed context and enable better access to the records schedules by the public and other users of the schedules. This site increases transparency into the records scheduling process.

The New General Records Schedules (GRS)

The "New GRS" is the next iteration of the GRS: a restructured and updated set of schedules covering records common throughout the Federal government. The new GRS will be organized along functional lines, will aggregate related records whenever possible, will include more flexible retentions for temporary records, and will provide greater clarity through new FAQs and implementation tools. The new GRS also seeks to expand its coverage compared to the current GRS. The new GRS will aid transparency by making it clearer to agencies the minimum or maximum retention of records based on laws, regulations, statutes or best practices. Finally, the new GRS will allow agencies the flexibility to keep records based on local business needs if needed. By providing a new GRS, agencies can more effectively and properly manage their records – as well as destroy records when they are no longer needed – in turn making it easier to find current records when requested.

The GRS Team posts updated information on where schedules are in the drafting process, including when they are available for public comment, on their web page at <http://www.archives.gov/records-mgmt/grs/>.

Ensuring Open Government Values are Realized

Given that the central values of open government are transparency, participation, and collaboration, and that records management is the backbone of open government, the central question is: What is needed to ensure that the open government values are realized and that NARA's mission is accomplished, at least with respect to Federal records management?

Heads of agencies and senior leaders across the Federal Government need to understand that the records and information they and their organizations are creating are national assets that must be effectively managed and secured so that the public can be assured of the authenticity of the record. Heads of agencies and senior leaders need to be held accountable for managing these assets. Not only is it required by law in the Federal Records Act; effective records management – adequate and proper documentation of the Federal Government's activities and transactions – is good government and a necessary condition of an open government. Today, many Federal agencies are not doing as effective a job as they could be in managing their records and other information assets to meet their business needs, to protect rights or assure accountability for the citizen or the Federal Government itself, or to ensure records that document the national experience are preserved and made available for future generations in the National Archives.

Modernize Management of Government Records

On August 24, 2012, the Archivist of the United States and the Acting Director of the Office of Management and Budget released the *Managing Government Records Directive* (OMB M-12-18) to the heads of Executive Departments and Agencies and Agencies. This Directive carries out the requirements set forth in the Presidential Memorandum of November 28, 2011. Our work in this area is mentioned in the Second Open Government National Action Plan. As cited in the plan:

When records are well managed, agencies can use them to assess the impact of programs, reduce redundant efforts, save money, and share knowledge within and across their organizations. Greater reliance on electronic communications has radically increased the volume and diversity of information that agencies must manage. With proper planning, technology can make these records less burdensome to manage and easier to use and share. To meet current challenges, NARA will work with Federal agencies to implement new guidance that addresses the automated electronic management of email records, as well as the Presidential Directive to manage both permanent and temporary email records in an accessible electronic format by the end of 2016. NARA will also collaborate with industry to establish voluntary data and metadata standards to make it easier for individuals to search publicly available government records.

The Directive requires that to the fullest extent possible, agencies eliminate paper and use electronic recordkeeping to ensure transparency, accountability, and efficiency. The Directive also requires that agencies demonstrate compliance with Federal records management statutes and regulations. Two milestones support the first goal. By the end of 2016, agencies must manage their permanent and temporary email records in an electronic format. By the end of 2019, agencies must manage all permanent electronic records in an electronic format.

A Grand Challenge for Industry

On September 10, 2013, NARA held an industry day focused on identifying solutions to the government's information management challenges. This event was designed to enable industry to better understand the Federal information management vision, requirements, priorities, and business opportunities. This event demonstrated a new and open way of collaborating with our stakeholders by providing a forum for interaction. At the event, a request for information (RFI) was

issued asking vendors to describe how their solutions or services could help automate electronic records management. The RFI was issued on behalf of the Federal records and information management community. The vendor statements are a resource to help the whole Federal government transition to electronic records management and reduce the burden of managing records on end users. Specifically, these statements will help agencies explore automation in their plans to meet the goals described in the OMB M-12-18. Over 50 private-sector vendors submitted a response.

We have produced an Automated Electronic Records Management Report and Plan to outline our progress and provide an overview of tasks in the future. The report addresses categories of suitable approaches for automating ERM and discusses their outcomes, benefits, and risks. The report covers the goals of electronic records automation, what the project has accomplished to date, NARA's stance on DOD 5015.2, and a framework of suitable approaches to automation that the Federal government can pursue. The plan, on the other hand, will remain a living document. It will be revised at least once a year as we complete initial tasks and assess the feasibility of the four major initiatives we will start exploring in the first year.

Cause for Concern

Records and information are national assets essential for transparency in an open government. Holding heads of agencies and senior leaders accountable for their management and protection by measuring how well this is being accomplished is the purpose behind the self-assessments. The National Archives will continue to send to Congress and the Office of Management and Budget a report based on analysis of data from annual agency self-assessments submitted in compliance with records management requirements in the Federal Records Act, the E-Government Act of 2002, and related regulations. The analysis of the data received in 2013 shows gradual improvement over the previous self-assessments conducted in 2009-2012. The percentage of agencies reporting a moderate to high level of risk associated with their records management programs, particularly electronic records management, has decreased from 88 percent to 71 percent. The requirement that agencies appoint a Senior Agency Official for Records Management prescribed by OMB M12-18 will help agencies continue to improve.

In addition to the records management self-assessment data, NARA reports annually to Congress and the Office of Management and Budget on the status of other records management activities for which NARA has oversight responsibility. These activities include:

- Inspecting the records management programs of Federal agencies
- Scheduling and transferring electronic records to NARA
- Reporting on allegations of unauthorized disposition of Federal records

NARA documents these activities in the annual Performance and Accountability Report (PAR). To review the data on these activities for Fiscal Year 2013, please see pp. 12-14 of the PAR at <http://www.archives.gov/about/plans-reports/performance-accountability/2013/index.html>.

Electronic Records Management

NARA will also continue to provide a wide variety of electronic records management guidance and best practices for Federal agencies in order to assist them in addressing these identified deficiencies. In previous years, NARA has issued guidance on such topics as managing records created when using social media platforms and Cloud Computing. Last year, NARA issued a new approach for agencies to adopt when managing their email. This approach, called "Capstone," allows an agency to categorize and schedule email based on the work and/or position of the email account owner in an agency. NARA believes the Capstone approach to email management will allow agencies to meet the requirements of the Managing Government Records Directive in an efficient and cost-effective way. NARA also issued new and expanded guidance that greatly expands the formats agencies can use when transferring permanent records.

As agency heads and senior leaders are held accountable for managing their records and information, they also must work with the National Archives, the General Services Administration, and the Office of Management and Budget, as well as with groups like the CIO Council, the Federal Records Council, and the Federal Web Managers Community, to develop the IT tools necessary to manage electronic records in cost effective ways. The technical challenges associated with integrating records management into IT tools are significant. The Federal Government spends over \$70 billion annually on information technology, most – if not all – of which create or receive Federal records in some form. Developing cost-effective electronic records management tools that work – and then integrating them into agency IT systems – is essential to managing this national asset.

Toward this end, we look forward to building on existing work done by the leading information policy agencies like the Office of Management and Budget and the General Services Administration – as well as formal advisory or policymaking groups like

the CIO Council, the Federal Records Council, and others – to increase visibility and raise accountability around the electronic records management issue. With these other agencies and groups, NARA will take a leadership role finding and developing the cost effective IT solutions needed to meet the electronic records management challenges found in Federal agencies today.

5.2 National Declassification Center

(archives.gov/declassification)

On December 29, 2009, President Barack Obama signed Executive Order 13526, “Classified National Security Information,” which overhauled the way documents created by the Federal Government are classified and declassified and created the National Declassification Center (NDC), located within the National Archives and Records Administration (NARA). Through declassification process streamlining, including the implementation of quality assurance and risk management strategies, the NDC has been strengthening open government while meeting a significant milestone deadline associated with the still classified backlogged Federal records at NARA. During 2014 and beyond, the NDC will build on the inter-agency collaboration fostered by NDC processes with the implementation of an equity referral automatic notification and tracking system that will automatically notify appropriate representatives of other departments and agencies when classified records containing their classified equities require further declassification review.



Success with the Presidentially Directed Deadline

When the President signed E.O. 13526, he issued a corresponding memorandum that provided NDC’s initial direction: a deadline of December 31, 2013 to address referrals and quality assurance problems within the nearly 400 million pages of accessioned Federal records at NARA previously subject to automatic declassification. The NDC successfully met that 2013 goal by streamlining the declassification process, emphasizing a risk management strategy, and expanding data capture efforts. The NDC and its government agency partners engaged in varying levels of quality assurance review that adjudicated multi-equity documents, while protecting only the most sensitive information. In addition to high volume processing efforts that resulted in meeting the 2013 deadline, the NDC coordinated referral and declassification processing for several special collections:

- Backlog records associated with the construction of the Berlin Wall in 2011
- Backlog records associated with life in the shadow of the Berlin Wall in 2013
- The first authorized release of the full Pentagon Papers in 2011
- Backlog records associated with the Katyn Atrocities in 2012
- Expedited processing of backlog series associated with POW/MIA concerns and the Cuban Missile Crises

Post-Backlog Declassification Processing

Based on the lessons learned as part of processing the backlog, records accessioned since January 2010 will be addressed with quality assurance sampling and other streamlined declassification processing. The NDC goal is to process classified series for quality assurance within one year of their accessioning to NARA, thus eliminating any future equity identification backlog. In addition, the NDC is planning special release collections for later in 2014. The NDC will prioritize series based on researcher requests, the significance of the historical topic, and the quality of the earlier review.

In addition to improving the review and release process, the NDC has improved processes for specific documents requested under the Freedom of Information Act (FOIA) and Mandatory Declassification Review (MDR) provision of E.O. 13526. New FOIA/MDR processes are benefitting from the expanded availability of series as a result of backlog reduction. These processes include digitizing documents for consultation referrals to agencies, on-line redaction of returns, and better tracking of requests, all of which should result in shorter response timelines. The NDC will pilot a project to make digital copies of FOIA/MDR releases available on NARA’s Online Public Access system, beginning with released records from the Department of State’s Central Foreign Policy File.

In addition to the pilot program referenced above, NDC will continue to notify the public on its web site and blog when new series of records have completed the declassification process and are available for research. The center will expand this to include those series that have been through the declassification process, but await final indexing. This new “indexing on demand” feature will allow researchers to have a voice as to which records go to the front of the line for access.

Collaboration for Standardization with Other Federal Agencies

The NDC is promoting cross-government effective, transparent, and standard processes, training, and quality assurance measures for identifying embedded agency equities and facilitating their review and declassification. This extensive inter-agency collaboration enables other agency declassification review experts, as well as the NDC staff, to recognize each other's designation of classified information and to interpret it correctly during the review process. Since 2010, NDC has been leveraging expert reviewers' agency-specific sensitive equity expertise with NARA's own expertise in records management, overall national security information knowledge, and declassification processing to develop a series of courses aimed at establishing a baseline of review capability and quality assurance common across government. In 2011 and again in 2013, the NDC hosted multi-day equity training conferences attended by more than 300 declassification reviewers representing 25 agencies, the latter event focusing on 50- and 75-year equity referral review. During 2014, NDC will be finalizing its Declassification Curriculum, consisting of both web-based and instructor-led modules. The overarching goal is to educate cleared declassification reviewers, records managers, and access and security professionals on the historical background to declassification requirements and the executive orders, proper document handling, general agency responsibilities, public access to federal records, and equity identification.

Declassification Referral Notification and Tracking System

With the 2013 deadline met, the NDC is able to expand its focus on making access happen. The NDC is expanding the Interagency Referral Center (IRC) and launching a special effort to apply the higher standards established by the President in 2009 to records among the holdings of NARA that were previously exempted from automatic declassification. The IRC focus on document-level secondary referral review provides the opportunity for increased public access to previously reviewed and exempted records and will reduce the number of records that must otherwise be requested under the FOIA or the MDR provisions. In the past, NARA would provide manual notification of series eligible for secondary referral review and processing. Although there was an implied timeline, it was a challenge to enforce. During 2014 and beyond, the NDC will implement an equity referral notification and tracking system that will automatically notify appropriate representatives of other departments and agencies when classified records containing their classified equities require declassification review. These automatic notifications will occur at appropriate intervals and be directed at appropriate agency points of contact. They will also have a fixed E.O.-directed timeline for completion that will be enforceable. Once fully functional, the system will be expanded to work with referrals for the records of the Presidential Libraries as well. The system will help ensure that departments and agencies meet yearly referral review deadlines.

National Archives' Leadership Role

The National Archives plays a key leadership role in ensuring that millions of classified records are declassified and made available for the people to inspect and for historians to mine and enrich the account of our nation's history much sooner than otherwise would have been possible. The work of the NDC in meeting the 2013 deadline provides a successful model for facilitating future declassification. The National Archives has long embraced providing the public as much access as possible to the records that document the rights of our citizens so they may exercise them fully. The NDC is integral to NARA in meeting this mission.

5.3 Federal Records Centers

[\(archives.gov/frc/\)](http://archives.gov/frc/)

Through its nationwide network of 18 facilities with more than 1,100 federal employees, the centers serve 400 federal agencies. Federal Records Centers store and service every kind of federal record—tax returns, claims files for military veterans, blueprints of federal buildings and structures, cancelled checks for Social Security payments and tax refunds, bankruptcy court records, inmate files on federal prisoners, and maps of national parks to name just a few. Federal Records Centers hold records for any citizen who has ever served in the military, had a Social Security number, or applied for a passport.

The volume of records housed in Federal Records Centers is staggering—more than 29 million cubic feet containing nearly 87 billion pages. The volume of transactions processed is also massive— Federal Records Centers fulfilled 10.6 million reference requests in fiscal 2013, which equates to 5,100 requests every hour.



Transparency

The records in the physical custody of Federal Records Centers legally belong to the federal agencies that created them and generally can be requested only by authorized representatives of these agencies. However, a number of federal records can be accessed by the public under agreement with the owning federal agency and this continues to enhance open government.

The National Personnel Records Center (NPRC) in St. Louis, Missouri and Valmeyer, Illinois, stores and services personnel records of former members of the military and civil service. These records are very important for individuals to establish eligibility for key benefits, such as housing, medical care, and retirement or even the right to be interred in a military cemetery. National Personnel Records Center serviced 1.2 million requests for military and civilian records in fiscal 2013.

Collaboration

Federal Records Centers provided crucial assistance to individuals in the aftermath of disasters. Many people lost not only their houses and possessions to the 2005 hurricanes but also their personal records. Some were left without a single scrap of paper to prove who they were—no driver's license, no passport, and no birth certificate. In the aftermath of the storms, the National Personnel Records Center saw an uptick in requests from veterans in the affected areas desperate for any documentation that would help them prove their identities, qualify for benefits, and begin to rebuild their lives. The National Personnel Records Center instituted special procedures to identify and give priority processing to requests from these affected veterans.

Open Government

In addition to storing and servicing temporary records, Federal Records Centers plays a key role in the lifecycle of permanent records and helping to foster open government. Permanent records, as the name suggests, are records that warrant preservation by the federal government beyond the time they are needed for administrative, fiscal, or legal purposes because of their historical or other value. Federal Records Centers protects and preserves permanent records from the time they are no longer needed for daily business until they are accessioned into the National Archives. Archival control of the permanent records is assured because the records are in continuous federal custody for their entire lifecycle. About 90 percent of textual permanent records that are accessioned into the National Archives have come through the federal records center system.

The Federal Records Centers have ably served the federal government and the citizens of the United States for more than 50 years. As the needs of federal agencies change and grow, NARA's Federal Records Centers are also changing and growing to ensure that they will continue to protect the information assets of the federal government.

5.4 Electronic Records Archives

(archives.gov/era/)

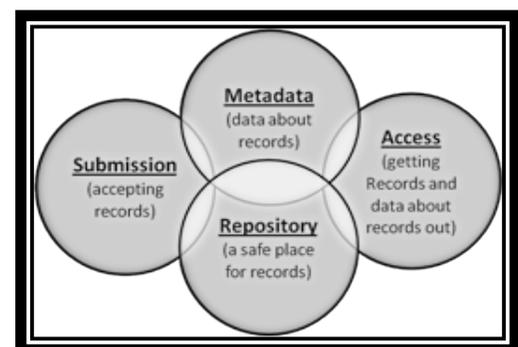
Electronic Records Archives (ERA) is a complex information management system that was developed to archive the variety of electronic records that the government currently produces. ERA is designed to support access by authorized users within the National Archives and Records Administration (NARA) and across the Federal Government, as well as provide public access to releasable records. The continued existence of ERA is crucial to open government because it will provide long-term preservation and access to electronic records.

ERA is a “system of systems,” with multiple components that perform archival functions and manage records governed by different legal frameworks. The complexity of ERA architecture is simplified by the diagram below, which shows the four essential functions that ERA performs.

- Government agencies use the **Submission** function to deliver records and metadata into the federal instance of ERA
- Electronic records are preserved and reviewed in the **Repository**



Federal Records Centers staff retrieves and search through millions of boxes to respond to requests for copies of Federal Records.



- The National Archives' knowledge of what those historically valuable records are, who created them and why, and what processes have been applied to them is all documented in the **Metadata**
- The public uses the **Access** function to research public releasable records

In 2013, ERA underwent a hardware and software upgrade to improve its performance and increase its storage capacity. In 2014, archivists began using its FOIA processing capabilities in the EOP ERA instance to search for, process, and release records responsive to FOIA requests submitted by the public for Presidential and Vice Presidential electronic records including: White House Emails, White House Photo System, and the White House Worker and Visitor Entry System.

Digital Processing Environment

NARA is looking to evolve the processing capabilities for electronic records by establishing a flexible Digital Processing Environment (DPE) within the ERA "system of systems" concept. The DPE initiative will serve a number of digital processing needs, all with the primary goal of preserving and providing access to electronic records.

The DPE will provide scalable computing resources, expandable storage, and access to a wide variety of digital processing tools and metadata management capabilities to enable NARA to prepare sets of digital materials for permanent storage and preservation in ERA's Digital Repository, as well as provide enhanced capabilities to process greater volumes of unrestricted digital materials for public access through NARA's Online Public Access System (OPA). The DPE will support processing capabilities for a wider variety of electronic records, including born-electronic records from Federal Agencies, the Congress, the Supreme Court, donated electronic records, and digitized version of analog holdings resulting from NARA's increasing digitization efforts and our digitization partners.

5.5 Office of Government Information Services

ogis.archives.gov

The Office of Government Information Services (OGIS) opened at the National Archives and Records Administration (NARA) in September 2009, with a mission to provide services to mediate disputes between Freedom of Information Act (FOIA) requesters and Federal agencies; to review those agencies' policies, procedures and compliance under FOIA; and to recommend policy changes to Congress and the President to improve the administration of FOIA.



OGIS, through its core functions, works to improve the FOIA process and encourage government openness. In the coming months, OGIS will expand and formalize its review function by completing and implementing a methodology that defines, among other things, the scope, schedule, criteria, and evaluation questions for reviewing Federal agencies' FOIA policies, procedures, and compliance. Through its mediation program, OGIS directly contributes daily to encouraging public participation and collaboration. The public can learn more about OGIS's mediation program by reviewing OGIS's [final response letters](#).

OGIS is directly involved with the Open Government Partnership U.S. National Action Plan commitments. In the coming months, OGIS will convene the FOIA Advisory Committee, a group of stakeholders from both within and outside the Government, organized under the Federal Advisory Committee Act and established by NARA in May 2014. The Committee of 20 members will include representatives of academia, business, media and other FOIA requester groups, as well as government FOIA professionals. This group will look at technical, procedural, and content issues related to improving FOIA administration across the Executive Branch. The Committee will seek participation from a variety of users of the FOIA and may recommend legislative action, policy changes or executive action, among other matters; its work will complement the mission of OGIS as the Federal FOIA Ombudsman.

OGIS also will assist as part of a task force organized by the Department of Justice to look at the feasibility and the potential content of a core FOIA regulation that is applicable to all agencies and yet retains flexibility for agency-specific requirements. This group will study existing agency FOIA regulations and consider a common set of practices that would make it easier for requesters to understand and navigate the FOIA process and easier for the Government to keep regulations up to date. OGIS also will participate in other parts of the National Action Plan, including sharing our experience with *FOIAonline* with those working to create a consolidated online FOIA service.

5.6 Information Security Oversight Office and Controlled Unclassified Information

(archives.gov/isoo, archives.gov/cui/)



The Information Security Oversight Office (ISOO) is a component of the National Archives and Records Administration (NARA) and receives its policy and program guidance from the Assistant to the President for National Security Affairs.

ISOO supports the President by ensuring that the Government protects and provides proper access to information to advance the national and public interest. ISOO leads efforts to standardize and assess the management of classified and controlled unclassified information through oversight, policy development, guidance, education, and reporting.

The ISOO mission extends into numerous areas, and those listed below are those that directly support the Open Government effort.

Annual Reports to the President

In order to keep the public informed on the state of classification and declassification in the government, ISOO collects statistical data from all the relevant agencies about their programs. ISOO reports its findings annually to the President and makes the report available to the public. ISOO will continue to monitor and report on the state of classification and declassification in government through its annual Report to the President.

Interagency Security Classification Appeals Panel

The Director of ISOO is the Executive Secretary of the Interagency Security Classification Appeals Panel (ISCAP). ISOO provides all staff support for the ISCAP. The ISCAP plays a unique role in open government by serving as an impartial appeal resource for any member of the public who submits mandatory declassification review requests to a federal agency. Since 1996, the ISCAP has acted on a total of 1,509 documents. Of these, the Panel declassified additional information in 70 percent of the documents. Specifically, the Panel declassified 409 documents (27 percent) in their entirety, declassified 640 documents (42 percent) in part, and fully affirmed the declassification decisions of agencies in 460 documents (31 percent). ISOO will continue to support the ISCAP by facilitating meetings and preparing documents for review by the panel.

Public Interest Declassification Board

The Director of ISOO is the Executive Secretary of the Public Interest Declassification Board (PIDB). ISOO provides all staff support for the PIDB. The PIDB is a committee that advises and makes recommendations to the President and other executive branch officials on declassification in order to promote the fullest possible public access to a thorough, accurate, and reliable documentary record of significant U.S. national security decisions and activities. The President included many PIDB recommendations in his Executive Order, including establishing the National Declassification Center in 2009. The Second National Action Plan on Open Government includes recommendations from the PIDB's Report to the President on Transforming the Security Classification System. These include creating the Security Classification Reform Committee to drive reform in the areas of classification and declassification and calling for the systematic review and declassification of historical data on nuclear activities. ISOO will continue to provide all staff support for the PIDB and assist the Security Classification Reform Committee when requested to fulfill the President's transformation tasking.

Review of Declassification Programs

In order to improve the efficiency and accuracy of the declassification process, ISOO operates an on-site review program that examines and grades recent declassification products. This on-site review program covers all agencies possessing significant declassification programs, as defined by ISOO. These reviews focus on three major areas of concern:

- Missed equities - indicate instances of a declassification review not identifying for referral the security classification interest of one agency found in the record of another agency
- Improper exemptions - indicate instances of a declassification review resulting in the attempt to exempt a record from automatic declassification under an exemption category not permitted by that agency's declassification guide as approved by the Interagency Security Classification Appeals Panel
- Improper referrals - indicate instances of a declassification review resulting in the referral of records to agencies lacking the authority to exempt information from declassification or waiving their interest in declassification

One of the main benefits of this program comes from its ability to identify weaknesses in agency staff training and experience. ISOO addresses those weaknesses with focused training support. This program is one of ISOO's most successful on-site review

programs. Since 2008 when ISOO launched the program, the graded scores improved from averages in the high 70s to the high 90s. ISOO will continue its on-site declassification assessment program with the strategic goal of helping agencies continue to improve their programs and maintain high scores for their reviews.

Review of Security Classification Programs

ISOO also conducts general on-site reviews of agency security classification programs. Numerous topics are covered during these reviews, but the central feature is the classification policies and procedures, to include examination of evaluation of a sampling of classified products. ISOO will continue its on-site reviews in order to help agencies improve classification procedures.

Controlled Unclassified Information

ISOO fulfills Executive Agent (EA) responsibilities for the Controlled Unclassified Information (CUI) Program, which were designated by Executive Order 13556 to NARA. The CUI Program was established to standardize the way the Executive branch handles unclassified information that requires protection consistent with and pursuant to law, Federal regulation, and Government-wide policy, while emphasizing and enhancing the openness, transparency, and uniformity of government-wide practices.



The EA will advance its policy development strategy by completing a draft implementing directive that will enter the formal process for incorporation into the Code of Federal Regulations, which will include public comment. When the directive is incorporated during Fiscal Year 2015, the EA plans to issue a National Implementation Plan for the Executive branch based on a phased timeline. In addition to the CUI Advisory Council, established during Fiscal Year 2013 to improve consultative functions, the CUI EA obtained direct input on the draft directive from public interest groups through meetings and submission of comments. Redesigns of the CUI EA website and online CUI Registry are underway. The EA is engaged in extensive outreach activities by providing briefings to Senior Agency Officials and their staffs, particularly those of the President's cabinet, as well as State, local, and private sector entities, and public interest groups.

As a follow-up to the Fiscal Year 2012 issuance of *Guidance Regarding CUI and the Freedom of Information Act (FOIA)*, a memorandum published jointly by the EA and Office of Information Policy (Department of Justice), ISOO issued online training on the distinction between the CUI Program and FOIA. The EA plans to develop and issue CUI baseline training based on final policy and guidance. All CUI training modules are publicly available at the CUI website for either direct access or download. Training source code is available to agencies to allow for mission-specific modification and implementation.

5.7 Office of the Federal Register

[\(archives.gov/federal-register/\)](http://archives.gov/federal-register/)

The National Archives and Records Administration's (NARA) Office of the Federal Register (OFR) provides ready access to the official text of Federal laws, Presidential documents, administrative regulations and notices, and descriptions of Federal organizations, programs, and activities. Office of the Federal Register publications include the daily Federal Register, the currently updated Electronic Code of Federal Regulations (e-CFR), the annual Code of Federal Regulations (CFR), Privacy Act Issuances, Public and Private Laws, U.S. Statutes at Large, the Public Papers of the Presidents of the United States, the Daily Compilation of Presidential Documents, and the U.S. Government Manual. All Federal Register publications are produced jointly with the Government Printing Office (GPO) under a long-standing statutory partnership. The two agencies continue to develop GPO's Federal Digital System (FDsys) and allied web services to replace the aging print-centric Federal Register publication system with a modern Web 2.0 legal information platform. In 2012, the initial transition to FDsys was completed as the old GPO Access system was retired.

Open Government at the Federal Register

The idea of open government is the very reason for the Office of the Federal Register's existence. The Federal Register Act of 1935 was the nation's first open government law, the forerunner of the Administrative Procedure Act, Government in the Sunshine Act, and the Freedom of Information Act. The Office of the Federal Register was established to provide public notice and due process of law by ensuring that legal issuances could no longer be adopted in secret and arbitrarily enforced against the public. In 1993, the Congress authorized GPO to place the Federal Register online. The Administrative Committee of the Federal Register and the OFR/GPO partnership incorporated all major Federal Register publications into GPO's system for

online access. GPO's Federal Digital System now supports most Federal Register publications with XML-structured data in a modern content management system, backed by powerful search technology. The publications are no longer sequestered inside a closed system; they are now broadly accessible on the surface of the Web. The Office of the Federal Register and GPO also make the Federal Register, CFR, Public Papers of the Presidents, and soon the Privacy Act Issuances available as bulk XML data to enable anyone to consume regulatory content and re-purpose it for particular communities of interest. Additional publications are currently being evaluated with the intention of adding more datasets to the Office of the Federal Register's publications collection.

Federal Register 2.0

The Office of the Federal Register's modernization plans, sometimes referred to as "Federal Register 2.0," are an expression of our commitment to open government, and include specific efforts to expand access to regulatory data and other public information. We launched a new XML-based edition of the Federal Register on July 26, 2010, the 75th anniversary of the Federal Register Act, and since that time have continuously added new features. The new edition, posted on FederalRegister.gov, democratizes regulatory information by presenting articles in an easy-to-read, web newspaper format that is accessible to both the expert user and the occasional researcher. The site breaks documents into six major topical areas and includes a wide array of tools to dig into an ever-growing body of regulatory data. Customers can quickly access newsworthy and "most popular" documents based on trending news and web metrics. They can filter information by popular sub-topics and standardized subject terms, and view hundreds of individual agency "home pages." The site also has automatic notification options for both the final and pre-publication ("Public Inspection") versions of Federal Register documents. Users can customize notifications by agency or by virtually any subject matter. For legal assurance, every HTML-formatted Federal Register document includes one-click access to the official PDF version authenticated with a digital signature to verify the material as official, accurate, and complete.

We have made several improvements to the site since its initial launch, which include separate sections for the Presidential Executive orders, a public inspection desk, and a currently updated Federal Register index. We are also planning new releases of the site, which will improve myFR management features and include more seamless integration between federalregister.gov and dockets on Regulations.gov. Users will soon have the ability to access and fill out document comment forms directly on the federalregister.gov site. After submitting the form, users will get a Regulations.gov tracking number and confirmation that the comment has been successfully submitted to Regulations.gov.

Allied Modernization Projects

We are working with the Government Printing Office on a new version of the U.S. Government Manual that will also include an accompanying mobile app. A longer range goal is what we are calling "CFR 2.0". Our vision is for it to be an XML-based, Web 2.0 hub for all editions of the CFR. This will include a "point-in-time" capability to retrieve each daily instance of the massive CFR database on a day-forward basis. When the CFR 2.0 project is fully realized, regulated communities and legal researchers will be able to determine the precise state of the law on any given day, download authenticated digital copies, and have the option to request print-on-demand copies in an official bound publication format.

Bulk Data Applications

Over the past several years, the Federal Register/GPO partnership has established a new policy framework for open access to regulatory data. To expand access, we eliminated all data charges and built a bulk repository for Federal Register and CFR datasets on Data.gov and FDsys.gov. Recently, we've added the Public Papers of the Presidents and list of Executive orders to our collection. The list of Executive orders can be accessed on data.gov and data.gov/law. The Privacy Act Issuances will be the next publication added to the Federal Register data.gov repository. In addition, all source code for FederalRegister.gov is available free of charge to application developers on GitHub.com. The open data standards adopted for [FDsys](http://FDsys.gov) also gave us the opportunity to create an Application Programming Interface (API) in August 2011. The Federal Register API gives private sector and non-profit groups the tools to create innovative web and mobile device applications on top of our open source code. In particular, the API can be used to "narrow-cast" information to specialized audiences. For example, a scholar at the Max Planck Institute for the History of Science in Berlin, Germany used the Federal Register API to create a "Polar Bear Feed" that allows researchers and environmental activists to track actions affecting this endangered species, from global climate change to trophy hunting. Every polar bear-related action published in the Federal Register since 1994 is encompassed in this app.

Data Sharing and Harmonization

The Federal Register/GPO development team is joined in an informal data harmonization project with the Office of Management and Budget, the General Services Administration (GSA) (reginfo.gov), and the eRulemaking program

(Regulations.gov). These central management agencies operate various information systems for regulatory documents, public comment dockets, and regulatory agenda material. The harmonization group explores ways to standardize terminology, track rulemaking throughout the life-cycle of a regulation, and create data connections among the various agency systems. This effort now makes it possible for a FederalRegister.gov user to submit comments on a proposed rule directly into the Regulations.gov docket and to view comments submitted by others. Enhanced data connections give Federal Register users one-click access to the history of a rulemaking in the Unified Agenda, and lets them quickly determine whether a rule is economically significant or affects small businesses. The group is also exploring ways to attach descriptive metadata to previously undefined document sub-types, such as direct final rules, interim rules, and petitions for rulemaking. The Office of the Federal Register has also launched a cooperative venture with GSA's USASearch team. GSA can use our API to integrate Federal Register documents directly into agency search indexes, eliminating duplicative postings by content managers. In addition, we have discussed automated sharing of Federal Register meeting notices to create a Government-wide calendar of public participation opportunities on USA.gov. As web meeting technology becomes ubiquitous, we envision this events calendar developing into an "American Town Hall."

Digitization

The Office of the Federal Register aspires to make the pre-electronic editions of Federal Register publications available online. Current authority prevents GPO from directing resources towards the digitization of previously published material, such as the pre-1994 Federal Register and the pre-1997 editions of the CFR. However, GPO has received Congressional permission to post digitized editions of our U.S. Statutes at Large (1951-2002) on FDsys.gov, in cooperation with the Library of Congress. The project has been a resounding success in terms of maintaining the fidelity of the publication and expanding access to material that is largely unavailable anywhere else on the Internet. We are currently conducting outreach to gauge public interest in the digitization of the various other Federal Register publications.

Going Mobile

The Office of the Federal Register and GPO received permission from their Administrative Committee of the Federal Register oversight body to explore mobile applications and e-book technology for Federal Register publications. The first mobile app developed was the Daily Compilation of Presidential Documents, which offers in-depth access to Executive orders and memoranda, speeches, official correspondence, and many other Presidential actions. On-board tools for geographic information and frequency data should be of particular interest to the media and scholars. GPO is also developing e-book instances for our Public Papers of the Presidents series and a mobile app for the United States Government Manual. All OFR/GPO mobile applications will be constructed consistent with the National Information Exchange Model (NIEM.gov) to promote inter-agency collaboration for innovative and efficient solutions.

5.8 National Historical Publications and Records Commission

[\(archives.gov/nhprc/\)](http://archives.gov/nhprc/)

The National Historical Publications and Records Commission (NHPRC) is the means by which the National Archives interacts with archives and historical records repositories across the nation to provide access to the nation's most important historical records. The NHPRC enables the National Archives to reach beyond those Federal records under its stewardship to assist in "making access happen" with records held by state and local governments, nonprofit organizations, colleges and universities, and other institutions. It carries out this mission through competitive grants that invest in archives preservation and access projects, online publication of historical records, digital dissemination of archival collections, curation of state government digital records, and research and development in new archival methods—particularly those that advance digital literacy and citizen engagement with primary sources.



Congress created the NHPRC in the same 1934 Act that established the National Archives, acknowledging that some of nation's most vital historical records are often held outside of Federal stewardship, including the documents and papers of America's Founding Fathers, dozens of U.S. presidents and statesmen, civil rights leaders, scientists, inventors, and records that are primarily important to state and local history. Through the NHPRC, the National Archives is committed to partnering with the network of repositories that comprise the nation's archives, and helps them to preserve and make accessible those records, wherever located, that are vital to a transparent and open government, as well as a deeper understanding of our rights, history, and culture.

Grant Awards and Performance

The NHPRC awards a variety of competitive grants to projects all across the nation. For Fiscal Year 2015 we have launched a new set of grant programs to support the following outcomes:

- Accelerate digital literacy and citizen engagement with primary sources
- Create a nation partnership for digital government with state and local archives
- Expand online publishing of historical records

We believe that prioritizing these outcomes will enhance the Commission’s ability to “make access happen” with primary sources using 21st century techniques and tools. During Fiscal Years 2015 and 2016, the NHPRC will continuously review and analyze the effectiveness of its programs and adjust them with the above outcomes in mind.

As part of its effort to ensure a transparent and collaborative process, the NHPRC routinely makes information available to the public about its grant programs and solicits public input before considering the programs final. For example, as NHPRC drafted this spring new grant programs for FY2015, we asked for public feedback using the NHPRC blog, *Annotation*; our Facebook and Twitter accounts; and professional listservs. Over a six-week period we received over 75 lively and in-depth sets of comments from individuals and organizations, all of which the Commission members reviewed carefully as they finalized the draft documents. Such collaborative public input strengthened the grant programs being offered in FY2015.

In addition, we continue to offer regular webinars and town halls for prospective grant applicants. These outreach activities give us the opportunity to engage with our constituents on an ongoing basis and ensure that Commission grant programs reach a wide audience.

Up-to-Date Information about NHPRC awards

We continue to report all grants made to the federal website, USASpending.gov, on a monthly basis. All NHPRC grants from 2001 to the present are featured on USASpending.gov including recipient name, project title, amount awarded, project period, location, and additional information. Individuals may also download the information into a variety of formats (such as CSV or XML files). In 2013, we successfully added to Data.gov a complete set of NHPRC grant awards data dating from 1965 to the present. Almost 5,000 individual grants are included in this dataset.

Quantitative Analysis of grants

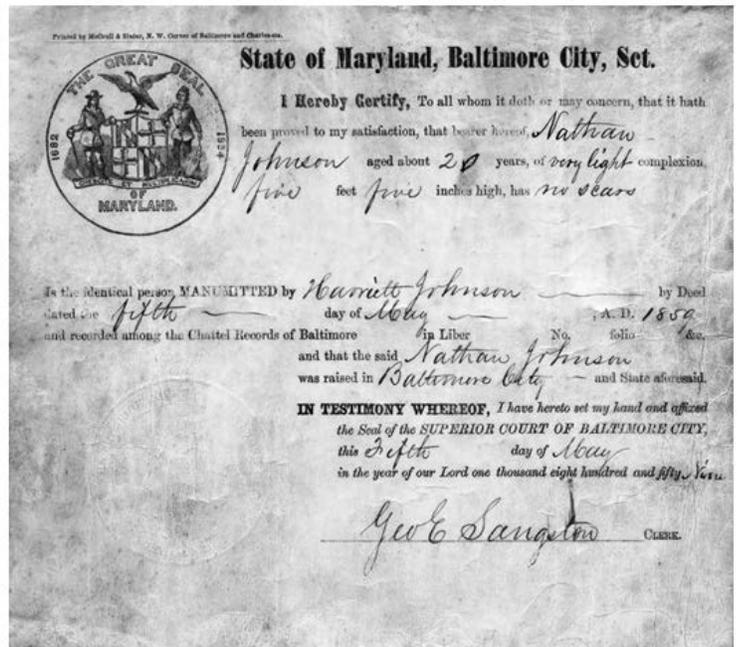
We report monthly via the National Archives’ Performance Management Report System (PMRS) the results of completed grants, including the number of cubic feet and electronic records preserved, amount of digital facsimiles created, and volumes published. In addition, we assess the overall success of each project. The information is available in a summary format on the PMRS website, with success rates beginning in 2002, and complete information after 2004. We summarize this information for quarterly narrative performance reports as well.

Communicating Results with the Public

The public has access to qualitative results of specific grants via our Facebook daily postings, our bi-monthly online newsletter, the NHPRC annual report, our website, and our contribution to the National Archives’ Performance and Accountability Report.

Creation of New Resources Using Historical Records

Founders Online



Manumission record from the City of Baltimore, from of a project supported by the NHPRC to help the Maryland State Archives make emancipation records more broadly available to the public

The launch of *Founders Online* (founders.archives.gov) took place on June 13, 2013. At launch, there were over 119,000 documents available for searching, and since that time we have added another 30,000 documents to this total. We will continue to add even more documents in Fiscal Years 2015 and 2016 as additional materials become available from the editorial teams that continue their work on the papers of the Founding era. Since its launch, web server statistics report over 375,000 unique visitors using *Founders Online*. The website averages 1,500 daily users, with spikes frequenting over 3,000 daily researchers.

The launch event was well attended and included recent National History Day winners who conducted the first public searches in the new website. Responses to the release of *Founders Online* included press and social media in The Washington Post, Federal News Radio, the White House blog, NEXTGov, The National Journal, USA Today, the Chicago Tribune, and the New York Times. Responses include:

- Author Brad Metzler tweeted that the site is “Like having Washington’s to Jefferson’s email inboxes”
- Numerous individuals, libraries, and repositories have tweeted that *Founders Online* is “cool,” “wonderful” and “excellent”
- The Senate Libraries of the University of London called it a “brilliant new resource”
- One writer from Seattle stated, “I’m writing a book about the war and just used Founders Online for the first time. Its search engine is easy to use, and where I had to go to multiple sites in the past to find a particular letter, now I can go to just one. It’s a true contribution not just to scholars and teachers, but to our country.”

Professor Peter Onuf, a University of Virginia historian and noted Thomas Jefferson scholar, used *Founders Online* to teach his first-ever massive open online course (MOOC) this spring entitled, The Age of Jefferson. With thousands of enrollees in this class, the primary sources available through *Founders Online* reached a new and eager audience of learners. In addition, the NHPRC is currently working with the National Humanities Center (NC) to develop lesson plans and teacher course curricula based on *Founders Online* resources.

Since its launch, *Founders Online* has received the 2013 C. Herbert Finch Award of the Mid-Atlantic Regional Archives Conference and the 2013 MarkLogic Excellence Award. The website also was a nominee for the 2013 Digital Humanities Award.



National History Day student at the launch of *Founders Online*

Appendix A: Summary of Comments Received from the Public

The National Archives and Records Administration (NARA) sought public feedback into the development of the agency's third Open Government Plan from April 2 to April 23, 2014.

We posted blog posts on [the NARAtions Blog](#), [the NDC Blog](#), and [the FOIA Ombudsman](#), along with an email to stakeholders and public interest groups seeking their feedback. We meet with representatives from public interest groups through meetings of the White House Open Government Working Group and a feedback session on agency Open Government plans. During the same period of time, we also sought feedback from NARA on the agency's Internal Collaboration Network and through agency points of contact working on the development of the third plan.

We reviewed more than 50 comments, suggestions, and ideas that were submitted as we developed our third plan. The total breakdown of comments by topic is available below, along with summaries of comments and initial responses to suggestions we received.

We continue to welcome your feedback on the [NARAtions Blog](#) or via email at opengov@nara.gov. For more information about opportunities to participate and to follow open government updates, please visit <http://www.archives.gov/open>.

# of Comments Received	Topic of Suggestions, Comments, and Feedback
19	Declassification of records related to the assassination of President John F. Kennedy
7	Declassification process
5	Records Management recommendations
4	FOIA and the Office of Government Information Services (OGIS)
3	Declassification and public access to specific records (Vietnam War, State Department Intelligence and research reports, Watergate, MK Ultra Program)
3	Improvements to the Records Control Schedules Portal
3	National Declassification Center
2	Freedom of Information Act (FOIA)
2	Digitization & NARA's Digitization Strategy
2	Recommendations for NARA actions in the second US National Action Plan on Open Government
2	Improvements to Federal Register.gov
1	Release Enterprise Data Inventory
1	Online access to military records
1	Make XML Data Available
1	Digital Public Library of America

Declassification

- **Comment:** Make available all records related to the assassination of President John F. Kennedy.
NARA Response: We recognize the ongoing interest of historians, researchers, and the public in the records related to the assassination of President John F. Kennedy. The President John F. Kennedy Assassination Records Collection Act of 1992 mandated that all assassination-related material be housed in a single collection in the National Archives and Records Administration (NARA). The resulting collection consists of more than 5 million pages of assassination-related records, photographs, motion pictures, sound records and artifacts (approximately 2,000 cubic feet of records). Most of the records are open for research. Unless approved for continued withholding by the President of the United States, the remaining closed records will be released in 2017 as mandated by Congress through the JFK Assassination Records Collection Act of 1992. To learn more about the President John F. Kennedy Assassination Records Collection, please visit: <http://www.archives.gov/research/jfk/>
- **Comment:** NARA received several comments regarding the prioritization for declassification of records relating to specific topics within our holdings.
NARA Response: We continue to encourage members of the public to submit requests for subject and provenance based declassification review. We have completed several special review projects and continue to prioritize review based on researcher requests, the significance of the historical topic, and the quality of the earlier review. We monitor FOIA and MDR requests for recurring topics and regularly consult with our colleagues on topics of high public interest. Requests for consideration may be submitted to ndc@nara.gov.

Records Management

- **Comment:** Consider improvements to the Records Control Schedule (RCS) portal.
NARA Response: In January 2014, NARA began to re-evaluate the web site in advance of migrating it to Drupal, an open source content management system. Based on user feedback, once the site is migrated to Drupal, we will explore adding features, such as an RSS feed. We plan to add tags and additional metadata to individual schedules to build a more robust search capability. We will link the RCS website to other web pages on archives.gov, such as the researcher portal, OGIS, and FOIA pages and the Federal Register to provide users with multiple entry points into the site. We will also consider other site improvements to make the site more accessible to researchers and the general public. The RCS portal is available at <http://www.archives.gov/records-mgmt/rcs/>.
- **Comment:** Update Agency Records Control Schedules using the Electronic Records Archives (ERA). Those available online are potentially inaccurate or difficult to read.
NARA Response: On a day-forward basis, NARA Bulletin 2012-03, issued August 2012, required all agencies to use ERA for scheduling records and transferring permanent records to NARA. Currently, the RCS portal contains records schedules created before this date going back to 1973. Additionally, there are scanned versions of born digital schedules that contain "pen and ink" amendments to approved authorities.
- **Comment:** NARA should move beyond PDF and make RCS documents available in a variety of open, machine-readable formats.
NARA Response: NARA intends to explore how to add value for researchers using the RCS by providing records schedule data in more accessible formats. We recognize this means moving beyond PDF to consider more open formats so researchers can more easily aggregate and analyze the data.
- **Comment:** NARA should make available an inventory of every RCS document along with metadata in open, machine-readable formats.
NARA Response: NARA will explore tools and technologies, consistent with activities currently ongoing related to Managing Government Records Directive Goal A(3)1, that will enhance the use of the RCS data.
- **Comment:** NARA should continue a dialogue with the Office of Personnel Management (OPM) on the classification flysheet and to update the information governance community.
NARA Response: NARA is meeting with OPM to discuss concerns about the flysheet raised by stakeholders such as ARMA and the Federal Records Council. As progress is made with OPM and as subsequent versions of the guidance is made available, we will communicate these changes on the Records Express Blog, available at:

<http://blogs.archives.gov/records-express/>

- **Comment:** NARA should conduct assessments and continuous monitoring in order to establish baselines and benchmarks to ensure accountability so that agency and department leaders know how to protect their information assets.

NARA Response: Goal B4 in [OMB M-12-18](#) requires NARA to “continue to improve the effectiveness of Federal records management program through analytical tools and enhanced NARA oversight.” NARA is working to meet this goal and will establish basements for Federal records management programs.

Freedom of Information Act (FOIA)

- **Comment:** More should be done to provide requestors with education before a request is filed
NARA Response: The Office of Government Information Services (OGIS) publishes best practices for FOIA requestors on its [website](#) and [blog](#). More information, including instructional videos, is available from the Department of Justice’s [FOIA.gov](#) site.
- **Comment:** Specific suggestions for the FOIA Modernization Committee, the common FOIA regulation effort, the consolidated FOIA online service, and FOIA training
NARA Response: OGIS will use these comments and suggestions to inform its efforts on these topics.

FederalRegister.gov

- **Comment:** Improvements to Federalregister.gov should include better account settings and more information from reginfo.gov.
- **NARA Response:** We are planning a new release of the [federalregister.gov](#) site in the near future that adds additional myFR account features, including the ability to manage subscriptions and change user information. Incorporating information from reginfo.gov is not currently part of our scheduled new releases. Generally, we only make updates to our site based on new information that has been published in the Federal Register or one of our other publications.

Research Room Hours and Pull Requests

- **Comment:** NARA should restore expanded hours for research rooms and accept pull requests for records online and in advance
NARA Response: Some adjustments in research room hours have been necessary to address budgetary cutbacks and that has certainly had an impact on some researchers who would prefer to visit at other times. Current staffing limitations make it very difficult to provide alternative schedules outside of core business hours. However, we continue to search for creative solutions to compensate. Providing researchers with the ability to generate advance requests for records electronically over the internet would help and we are investigating possibilities for providing that service in the future.

Open Data

- **Comment:** NARA should release the agency’s Enterprise Data Inventory.
NARA Response: NARA makes available information related to the agency’s implementation of the Open Data Policy at [Archives.gov/data](#), including the agency’s Public Data Listing in JSON format and as an HTML table. NARA will follow the agency’s [Data Publication Process](#), which includes review by NARA’s General Counsel and senior leaders, to determine if the agency’s Enterprise Data Inventory can be made publicly available.
- **Comment:** Provide records in NARA’s custody to the public as raw, structured XML.
NARA Response: NARA currently makes available Archival Descriptions and Organization Descriptions from the agency’s Online Catalog in XML. NARA’s work to launch a public API for the agency’s online catalog will dramatically expand the possibilities for the public’s use of NARA records and descriptive metadata in a variety of formats, including JSON, XML, and CSV. To learn more about these efforts, please visit Section 3.2 of this plan. NARA makes available several Office of Federal Register publications in XML formats, including the Code of Federal Regulations, the Federal Register, the US Government Manual, and the Public Papers of the President. To learn more about currently available datasets, please visit <http://www.archives.gov/open/available-datasets.html>.

Digitization

- **Comment:** NARA should solicit public feedback into the development of the agency's next Digitization Strategy and make improvements to the Digitization Partnerships webpage.

NARA Response: NARA will provide opportunities for public feedback as it seeks to update the agency's Digitization Strategy. NARA will also make updates to Digitization Partnerships webpage based on suggestions from the public. To learn more about NARA's efforts to update the agency's Digitization Strategy, please visit Section 3.1 of this plan. To learn more about Digitization at NARA, please visit <http://www.archives.gov/digitization/>. To learn more about Digitization Partnerships, please visit <http://www.archives.gov/digitization/partnerships.html>.

Appendix B: 2014-2016 Open Government Plan Proposed Actions

The following table includes proposed actions and sections from the 2014-2016 Open Government Plan of the National Archives and Records Administration (NARA) 2014-2016.

#	Proposed Action for 2014-2016	2014 Plan Section	Topic
1	NARA is working to build a cohesive national framework for public programs and reference services that will improve awareness and promote access to all of NARA's archival holdings.	2.2	Public Engagement
2	We are working to update and modernize online content to provide the most consistent, helpful, and easily understood information about using records and services at NARA's research locations across the country. We are working to improve the ability of users to find answers to such questions as availability, where to go, how to use, where to inquire, and what time to visit. We plan to review, revise, reorganize, and update reference information to improve pathfinding along topical or subject lines. We will also develop new content that will better inform researchers about newly accessioned records and plans for enhanced description projects, such as subject or topical guides.	2.2	Public Engagement
3	In conjunction with the CIA, NARA will examine and pilot the use of new tools to provide archivists and classification reviewers with search capability for legacy unstructured data and automate initial document analysis, beginning with classified Presidential email records from the Reagan Administration.	2.2	Public Engagement
4	Pending funding, the George W. Bush Library will collaborate with the Office of Innovation on a pilot project to scan selected FOIA-responsive records. This project will entail scanning of textual records and the creation of necessary metadata so that these records can be made available on the agency's online catalog, the Online Public Access (OPA) system.	2.2	Public Engagement
5	We will continue to strengthen employee engagement by encouraging staff to share their expertise with colleagues and the public through a variety of opportunities such as lunchtime lectures, reference colloquia, blog postings, and other social media business tools.	2.3	Employee Engagement
6	We will document NARA career paths. Our initial focus will be on the GS-1420 and GS-1421 series, including Archivists, Archives Technicians, Archives Specialists and Archives Aids, making up 49 percent of NARA's workforce.	2.3	Employee Engagement
7	The Special Emphasis Program Managers (SEPMs) will work in collaboration with NARA Offices to evaluate policies, procedures, and practices to help create a work environment that supports fair and open competition for all employees regardless of their differences; fosters learning; promotes individual development opportunities; and will help identify non-monetary ways to recognize employees.	2.3	Employee Engagement
8	NARA will work to create a Strategic Reporting Dashboard as a one-	2.3	Employee Engagement

	stop shop for progress on strategic goals and objectives identified in NARA's Strategic Plan.		
9	NARA will develop a digitization program to support the strategic initiative to digitize our analog archival records. NARA will establish a digitization governance board and update the agency's digitization strategy. NARA will seek to expand digitization partnerships.	3.1	Establishing the Roots: A Digitization Program to Fuel the Future
10	NARA will launch a new internal description system in 2014. The Description and Authority Services (DAS) system will serve as a modern data entry system. Staff members working on description projects at NARA will enter all descriptive metadata into the new system.	3.2	Strengthening the Core: The Online Catalog of the National Archives and Archives.gov
11	NARA is working to launch an improved Online Public Access (OPA) system in 2014, improving search and scalability, mobile optimizing the site, launching a public API, and crowdsourcing fields for users to contribute directly to the records of the National Archives.	3.2	Strengthening the Core: The Online Catalog of the National Archives and Archives.gov
12	NARA is working to move our public website, Archives.gov, to a cloud-based solution in 2014. We are also working to implement Drupal, an open source content management system (CMS) for Archives.gov.	3.2	Strengthening the Core: The Online Catalog of the National Archives and Archives.gov
13	NARA will work to launch the Innovation Hub, an experimental unit that will be responsible for developing new ideas and tools that will enhance digital access and archival research. We will be working on renovation of physical space to serve as the Innovation Hub at the National Archives Building in downtown Washington, D.C. during Fiscal Years 2014 and 2015.	3.3	Branching Out: Innovations in Collaboration and Engagement
14	NARA will sponsor two fellows during the third round of the Presidential Innovation Fellows (PIF) program in 2014. The fellows will lead open development of crowdsourcing tools that will see to help unlock data and information from records formats and allow the public to easily contribute to the records.	3.3	Branching Out: Innovations in Collaboration and Engagement
15	NARA will work to continue and expand our Citizen Archivist Initiative to increase participation and contributions to our records. NARA will launch a project that will allow the public to subtitle and improve the accessibility of historical films from records of the National Archives.	3.3	Branching Out: Innovations in Collaboration and Engagement
16	Over the next two years we will work to increase the number of National Archives records available on Wikimedia Commons. We are continuing our work to engage local communities of volunteer Wikipedians with on-site events and we are collaborating on the development of the GLAM-Wiki U.S. Consortium.	3.3	Branching Out: Innovations in Collaboration and Engagement
17	NARA will follow the OMB requirements for quarterly reporting and will work to maintain the Enterprise Data Inventory by expanding the number of data assets included in the inventory, enriching the metadata, and opening additional data assets by November 1, 2014. NARA will make updates to the agency's Public Data Listing available at Archives.gov/data.json.	4.1	Open Data Policy
18	NARA will continue to work toward a reduction of its backlog of pending FOIA requests.	4.3	Freedom of Information Act at the National

			Archives
19	NARA will explore the best way to implement advanced search and auto-categorization tools that will facilitate more efficient and robust search and review in response to all access requests.	4.3	Freedom of Information Act at the National Archives
20	NARA will continue to report on progress related to open government at http://www.archives.gov/open .	4.4	Other Transparency Efforts at the National Archives
21	We will strive to communicate in an efficient and clear way. We will make announcements in both traditional ways and through social media to encourage two-way communication with the public.	4.4	Other Transparency Efforts at the National Archives
22	NARA will work with Federal agencies to implement new guidance that addresses the automated electronic management of email records, as well as the Presidential Directive to manage both permanent and temporary email records in an accessible electronic format by the end of 2016. NARA will collaborate with industry to establish voluntary data and metadata standards to make it easier for individuals to search publicly available government records.	5.1	Records Management: The Backbone of Open Government
23	NARA will continue to send to Congress and the Office of Management and Budget a report based on analysis of data from annual agency self-assessments submitted in compliance with records management requirements in the Federal Records Act, the E-Government Act of 2002, and related regulations.	5.1	Records Management: The Backbone of Open Government
24	NARA will also continue to provide a wide variety of electronic records management guidance and best practices for Federal agencies in order to assist them in addressing these identified deficiencies.	5.1	Records Management: The Backbone of Open Government
25	The National Declassification Center (NDC) will build on the inter-agency collaboration fostered by NDC processes with the implementation of an equity referral automatic notification and tracking system that will automatically notify appropriate representatives of other departments and agencies when classified records containing their classified equities require further declassification review.	5.2	National Declassification Center
26	Based on the lessons learned as part of processing the backlog, records accessioned since January 2010 will be addressed with quality assurance sampling and other streamlined declassification processing. The NDC goal is to process classified series for quality assurance within one year of their accessioning to NARA, thus eliminating any future equity identification backlog.	5.2	National Declassification Center
27	NDC will continue to notify the public on its web site and blog when new series of records have completed the declassification process and are available for research. The NDC will expand this to include those series that have been through the declassification process, but await final indexing. This new "indexing on demand" feature will allow researchers to have a voice as to which records go to the front of the line for access.	5.2	National Declassification Center

28	NARA is looking to evolve the processing capabilities for electronic records by establishing a flexible Digital Processing Environment (DPE) within the Electronic Records Archives (ERA) “system of systems” concept. The DPE initiative will serve a number of digital processing needs, all with the primary goal of preserving and providing access to electronic records.	5.4	Electronic Records Archives
29	The Office of Government Information Services (OGIS) will expand and formalize its review function by completing and implementing a methodology that defines, among other things, the scope, schedule, criteria, and evaluation questions for reviewing Federal agencies’ FOIA policies, procedures, and compliance.	5.5	Office of Government Information Services
30	OGIS will convene the FOIA Advisory Committee, a group of stakeholders from both within and outside the Government and organized under the Federal Advisory Committee Act.	5.5	Office of Government Information Services
31	OGIS will assist as part of a task force organized by the Department of Justice to look at the feasibility and the potential content of a core FOIA regulation that is applicable to all agencies and yet retains flexibility for agency-specific requirements.	5.5	Office of Government Information Services
32	The Information Security Oversight Office (ISOO) will continue: <ul style="list-style-type: none"> ● to monitor and report on the state of classification and declassification in government through its annual Report to the President ● to support the ISCAP by facilitating meetings and preparing documents for review by the panel ● to provide all staff support for the PIDB and assist the Security Classification Reform Committee when requested to fulfill the President’s transformation tasking ● its on-site declassification assessment program with the strategic goal of helping agencies continue to improve their programs and maintain high scores for their reviews ● its on-site reviews in order to help agencies improve classification procedures 	5.6	Information Security Oversight Office and Controlled Unclassified Information
33	ISOO, as the Executive Agent (EA) for the Controlled Unclassified Information (CUI) Program, will advance its policy development strategy by completing a draft implementing directive that will enter the formal process for incorporation into the Code of Federal Regulations, which will include public comment.	5.6	Information Security Oversight Office and Controlled Unclassified Information
34	The Office of the Federal Register (OFR) is planning a new release of FederalRegister.gov, which will improve myFR management features and include more seamless integration between Federalregister.gov and dockets on Regulations.gov. Users will have the ability to access and fill out document comment forms directly on the Federalregister.gov site. After submitting the form, users will get a Regulations.gov tracking number and confirmation that the comment has been successfully submitted to Regulations.gov.	5.7	Office of the Federal Register
35	The OFR is working with the Government Printing Office on a new version of the U.S. Government Manual that will also include an accompanying mobile application.	5.7	Office of the Federal Register

36	The Privacy Act Issuances publication will be added to Data.gov.	5.7	Office of the Federal Register
37	<p>During Fiscal Years 2015 and 2016, the National Historical Publications and Records Commission (NHPRC) will continuously review and analyze the effectiveness of its programs and adjust them with the new grant program outcomes in mind:</p> <ul style="list-style-type: none"> ● Accelerate digital literacy and citizen engagement with primary sources ● Create a nation partnership for digital government with state and local archives ● Expand online publishing of historical records 	5.8	National Historical Publications and Records Commission
38	NHPRC will continue to add documents to the <i>Founders Online</i> project during Fiscal Years 2015 and 2016 as additional materials become available from the editorial teams that continue their work on the papers of the Founding era.	5.8	National Historical Publications and Records Commission

Appendix C: Updates to Proposed Actions from the 2012-2014 Open Government Plan

The following table includes all National Archives and Records Administration (NARA) 2012-2014 Open Government Plan proposed actions, narrative updates on the implementation, and overall status of each action. The status categories include:

- **Implemented** to indicate that work has been accomplished
- **Ongoing** to indicate work that continues
- **Forthcoming** to indicate proposed actions that have not yet been completed
- **Cancelled** to indicate tasks that are no longer being pursued

Please refer to NARA's 2012-2014 Open Government Plan for additional information, available at <http://www.archives.gov/open/open-plan.html>.

#	2012-2014 Open Government Plan Proposed actions	2012 Plan Sections	Topics
1	<p>We will revisit the strategic planning process and work to align NARA's Strategic Plan with the agency's transformation.</p> <p>Update: NARA has completed the strategic planning process and published the agency's strategic plan for Fiscal Years 2014-2018 at: http://www.archives.gov/about/plans-reports/strategic-plan/2014/nara-strategic-plan-2014-2018.pdf. The strategic planning process included both public feedback and extensive staff engagement.</p>	<p>2.1</p> <p>Status: Implemented and ongoing</p>	Sustaining Open Gov
2	<p>Our ongoing efforts to improve employee engagement include:</p> <ul style="list-style-type: none"> ● Hiring additional staff in the Human Capital Office to lead targeted initiatives to increase employee satisfaction and engagement ● Revamping leadership development curriculum to emphasize importance of employee engagement ● Revamping the Individual Development Planning process to ensure training is mapped to needed competencies and career goals ● Preparing to launch agency-wide mentoring program ● Identifying tools with voting capability to capture staff ideas for improvements across the agency <p>Update: NARA made great strides to improve employee engagement during 2012-2014. We launched a community for Managers and Supervisors and continued to hold quarterly All-Hands meetings for all staff members. In 2014, we hired a Program Director for Employee Communication to facilitate intra-agency conversation throughout the agency. We hired a Workforce Strategy Specialist in the Human Capital Office that is responsible for leading targeted initiatives to increase employee satisfaction and engagement. This staff member manages the annual Employee Viewpoint Survey for NARA and advises leadership and staff in their development of action plans to improve employee satisfaction and engagement. This staff member coordinated a series of "Great Place to Work" professional development workshops for managers and supervisors. NARA has also launched new leadership development efforts and a new Electronic Individual Development Plan (e-IDP).</p>	<p>2.2</p> <p>Status: Implemented and ongoing</p>	Employee Engagement
3	<p>We will continue to explore ways to facilitate greater collaboration and knowledge sharing through the Internal Collaboration Network.</p>	<p>2.2</p>	Employee Engagement

	<p>We will identify and recognize best practices and successful case studies on the network.</p> <p>Update: NARA's Internal Collaboration Network (ICN) has been an essential tool for increasing employee engagement and collaboration across agency organizations. By the end of 2013, more than 3,000 staff members were registered users and more than one third of all users were "active" users, participating in the last 30 days. In 2013, 37,603 total content items were created on the ICN, which includes 21,878 status updates, 7,619 documents, 4,946 discussions, 2,462 blog posts, 256 polls, and 442 ideas. As we increase collaboration on the ICN, we are working to identify best practices to share with other Federal agencies.</p>	<p>Status: Implemented and ongoing</p>	
4	<p>We will continue to strengthen our relationships with individual citizen archivists and groups that are interested in providing contributions. We will also explore any new or interesting ways of engaging citizen archivists, including exploring new tools that help make contributing easy and fun.</p> <p>Update: NARA has seen continued success in the work of the Citizen Archivist Initiative and related projects. NARA has begun development to further crowdsourcing and social capabilities of the agency's online catalog, the Online Public Access (OPA) system. Staff members have delivered presentations to stakeholders, international groups, and other cultural and governmental institutions that are interested in replicating our efforts. The Citizen Archivist Initiative was recognized as a Top 25 Innovations in Government Award in November 2013 from the Ash Center for Democratic Governance and Innovation, Kennedy School, Harvard University.</p>	<p>3.1</p> <p>Status: Implemented and ongoing</p>	Citizen Archivist Initiative
5	<p>We will explore how to make the Drupal module developed for the National Archives Transcription Pilot Project available on a code-sharing site like GitHub.</p> <p>Update: NARA made the National Archives Transcription Pilot Project available as a distribution on Drupal.org, including all modules and themes required to emulate our site. The distribution, <i>Transcribr</i>, is available at: https://drupal.org/project/transcribe_distribution.</p>	<p>3.1</p> <p>Status: Implemented and ongoing</p>	Citizen Archivist Initiative
6	<p>We will explore ways to improve the National Archives Transcription Pilot Project, including ways to more effectively crowdsource the review of transcriptions.</p> <p>Update: Several updates were made to the transcription pilot and NARA worked to encourage the review of documents on the pilot project by citizen archivists. The lessons learned from this project have been the basis for development work to incorporate transcription into the agency's online catalog.</p>	<p>3.1</p> <p>Status: Implemented and ongoing</p>	Citizen Archivist Initiative
7	<p>We will update our digitization strategy and consider the following ideas:</p> <ul style="list-style-type: none"> ● Improve in-house digitization workflow and technology to support that workflow 	<p>3.2</p> <p>Status: Forthcoming</p>	Digitization Strategy

	<ul style="list-style-type: none"> ● Explore expanding work with digitization partners ● Explore “Day Forward Digitization” ● Consider records management solutions that would allow us to receive all government records in digital form ● Encourage public participation and collaboration in digitizing and describing our records for online access and use <p>Update: NARA will establish a Digitization Governance Board with representation from across the agency. The Digitization Governance board will update the agency’s digitization strategy and consider the digitization ideas outlined above.</p>		
8	<p>We will continue to leverage NARA’s Social Media Strategy to guide our endeavors :</p> <ul style="list-style-type: none"> ● Revolutionize communication and collaboration within our staff community ● Engage with the Government community ● Build and strengthen our relationships with researchers and citizen archivists <p>Update: NARA has continued to leverage the agency’s Social Media Strategy to effectively use social media business tools. NARA has gone from one social media tool in 2009 to more than 160 projects on 15 platforms at the end of Fiscal Year 2013. These platforms include Flickr, Foursquare, Facebook, Twitter, Youtube, blogs, Tumblr, iTunesU, Google+, Wikispaces, Dipity, GitHub, Instagram, Storify, and Pinterest. With more than 300 staff members involved as content creators, this work has lead to more than 53 million views of NARA content on social media platforms.</p>	3-3	Social Media Strategy
9	<p>We will move our public website, Archives.gov to a cloud-based solution. We will implement Drupal, a content management system for Archives.gov.</p> <p>Update: NARA completed implementation of the Drupal content management system (CMS) for the agency’s intranet (NARA@Work) and completed a redesign of the intranet with significant feedback and participation from employees through voting on designs, cards sorts, and usability testing.</p> <p>To coincide with the increased web traffic from the release of the 1940 Census, NARA moved Archives.gov to a cloud-based solution in 2012. Due to significant instability of the cloud host, Archives.gov was rolled back to NARA servers. With refined business and technical requirements, NARA is continuing work to migrate Archives.gov to a cloud-based solution. To coincide with this move to the cloud, NARA is implementing Drupal CMS for Archives.gov.</p>	3-4	Innovations in Archives.gov

10	<p>We will continue to improve the user experience with Online Public Access (OPA) and consider the following:</p> <ul style="list-style-type: none"> ● Displaying citizen-contributed transcriptions ● Evolving OPA into a platform ● Developing useful application programming interfaces (APIs) ● Making OPA more accessible for possible data mining <p>Update: NARA has been working on improvements to the OPA system and is in the development phase of adding citizen-contributed transcriptions, mobile optimization, and a public API.</p>	<p>3.5</p> <p>Status: Forthcoming</p>	<p>Innovations in Online Public Access</p>
11	<p>We will launch a “Developers” webpage at http://www.archives.gov/developers to centralize information relevant to the developer community.</p> <p>Update: NARA launched Archives.gov/developer to centralize information relevant to the developer community. Additionally, NARA launched Archives.gov/data to provide public data assets and information related to the agency’s implementation of the Open Data Policy.</p>	<p>4.1</p> <p>Status: Implemented and ongoing</p>	<p>Developers, Datasets, and Proactive Release of Information</p>
12	<p>We will publish the Archival Research Catalog (ARC) Performance Measures to Data.gov</p> <p>Update: The publication of the Archival Research Catalog (ARC) performance measures will be part of a larger effort to make available performance measures from the agency’s internal tracking system.</p>	<p>4.1</p> <p>Status: Forthcoming</p>	<p>Developers, Datasets, and Proactive Release of Information</p>
13	<p>We will publish Executive Orders to Data.gov to be included in the new Law.Data.gov community.</p> <p>Update: A list of Executive orders from 1994-present is available on Data.gov and Data.gov/law.</p>	<p>4.1</p> <p>Status: Implemented</p>	<p>Developers, Datasets, and Proactive Release of Information</p>
14	<p>The Plain Writing Working Group will:</p> <ul style="list-style-type: none"> ● Develop an online introductory course for all employees ● Review documents prepared for military veterans ● Update NARA’s Style Guide ● Write articles on plain language for NARA staff <p>Update: NARA has worked to train a total of 230 NARA staff in plain writing through webinars, LMS online training, and instructor-led workshops. External and internal web pages were developed to provide resources and ask for public comments on NARA’s communications. Plain language tips are offered for staff weekly on the internal Declarations blog. The agency’s style guide was updated and an internal policy developed for NARA’s Plain Writing Program.</p>	<p>4.2</p> <p>Status: Implemented and ongoing</p>	<p>Plain Writing at the National Archives</p>
15	<p>We will establish and begin operating a new Records and Information Management Network consisting of Information Management Officers in each functional area supported by one or more Record Custodians.</p> <p>Update: NARA established a network of over 200 employees with dedicated collateral responsibilities for managing the records and</p>	<p>4.3</p> <p>Status: Implemented and ongoing</p>	<p>Records Management at NARA</p>

	<p>information within our agency. The Information Management Officers and Records Custodians are held accountable for the prompt disposal of temporary records and the subsequent transfer of permanently valuable records to long-term or archival storage. NARA partnered with senior officials and program managers to create and assign roles and responsibilities. NARA established a training program to ensure the network understands and executes all facets of records management. NARA launched web-based training and enabled social media tools to help with regulatory compliance and communication. NARA established tools to assess the efficacy of records management at NARA. NARA will continue to improve its support and training of the Records and Information Network.</p>		
16	<p>We will continue to work toward a reduction of our backlog of pending Freedom of Information Act (FOIA) requests.</p> <p>Update: NARA's backlog of FOIA requests increased in the first two quarters of Fiscal Year 2014 as compared with Fiscal Year 2013. NARA's backlog, at the end of the second quarter of Fiscal Year 2014 was 1,008 pending requests up from 823 at the end of Fiscal Year 2013. This increase occurred primarily at NARA's St. Louis facility. While NARA will continue to devote significant efforts to backlog reduction, NARA anticipates an increase in the backlog throughout Fiscal Year 2014, as the George W. Bush Presidential Library's records have just become available through FOIA.</p>	<p>4-4</p> <p>Status: Ongoing</p>	FOIA at NARA
17	<p>We will continue to update the Open Gov webpage (Archives.gov/open) to inform the public of milestones, events, publications, blog posts, and opportunities for public participation.</p> <p>Update: NARA has continued to update Archives.gov/open to inform the public of open government related activities as well as links to Digital Government Strategy, Open Data, and Developer efforts.</p>	<p>4-5</p> <p>Status: Implemented and ongoing</p>	Open Government Web Page
18	<p>We will strive to communicate in an efficient and clear way the major milestones and significant actions and business of our agency.</p> <p>Update: In our ongoing efforts to engage with the public regarding NARA's initiatives and activities, we have worked to communicate through traditional vehicles as well as through digital communications on a wide variety of social media platforms, including our website, Archives.gov, blogs, Twitter, and Facebook. One of the most significant milestones was the publication of the agency's new Strategic Plan. We published a draft of the plan and sought public feedback into its development. We have also experimented with new types of initiatives like "tweet-ups" to introduce stakeholders to our new exhibitions.</p>	<p>4-5</p> <p>Status: Implemented and ongoing</p>	Informing the Public of Our Progress
19	<p>We will continue to prepare the E-Government report in compliance with the E-Government Act of 2002. These reports will be available at http://www.archives.gov/about/plans-reports/e-gov</p> <p>Update: NARA issued a Fiscal Year 2013 report on our implementation of the E-Government Act of 2002. The report includes highlights of NARA's E-Gov activities and compliance with the goals and provisions of the E-Gov Act, available at</p>	<p>4-5</p> <p>Status: Implemented and ongoing</p>	Compliance with Transparency Initiative Guidance

	http://www.archives.gov/about/plans-reports/e-gov		
20	<p>We will (in conjunction with OMB and the Associate Attorney General) issue a Records Management Directive outlining a 21st century framework for managing government records.</p> <p>Update: The Managing Government Records Directive (M-12-18) was issued on August 24, 2012. The guidance is available at http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-18.pdf.</p>	<p>5.1</p> <p>Status: Implemented</p>	Records Management
21	<p>We will review relevant statutes, regulations, and official guidance to identify opportunities for reforms that would improve Government-wide records management practices, particularly with respect to electronic records. With OMB, we will submit to the President the results of this review.</p> <p>Update: NARA submitted the draft "Report to the President on Records Management Reform" to OMB on July 17, 2012.</p>	<p>5.1</p> <p>Status: Ongoing</p>	Records Management
22	<p>We will send to Congress and OMB a report based on analysis of data from annual agency self-assessments.</p> <p>Update: NARA continues to administer the Records Management Self-Assessment (RMSA). The last report was to OMB on July 29, 2013. All RMSA reports are available at http://www.archives.gov/records-mgmt/resources/self-assessment.html.</p> <p>The reporting period for the 2013 RMSA closed on January 31, 2014. NARA is currently reviewing the data from the latest RMSA report and will issue by the end of the year.</p>	<p>5.1</p> <p>Status: Implemented and ongoing</p>	Records Management
23	<p>We will report annual to Congress and OMB on the status of other records management activities.</p> <p>Update: NARA reports this information via our Performance and Accountability (PAR) Report. We will begin working on this report in late August and is published in November.</p>	<p>5.1</p> <p>Status: Implemented and ongoing</p>	Records Management
24	<p>We will continue to provide a wide variety of electronic records management guidance and best practices for Federal agencies in order to assist them in addressing these identified deficiencies.</p> <p>Update: NARA has issued 5 guidance products in the past 10 months on substantive electronic records management issues. They are:</p> <ul style="list-style-type: none"> ● <u>2014-04</u>: Revised Format Guidance for the Transfer of Permanent Electronic Records, February 4, 2014 ● <u>2014-03</u>: Guidance on Agency Records Officer Training Requirements, December 2, 2013 ● <u>2014-02</u>: Guidance on Managing Social Media Records, October 25, 2013 ● <u>2013-03</u>: Guidance for Agency Employees on the Management of Federal Records, Including Email Accounts, and the Protection of Federal Records from Unauthorized Removal, September 09, 2013 ● <u>2013-02</u>: Guidance on a New Approach to Managing Email 	<p>5.1</p> <p>Status: Implemented and ongoing</p>	Records Management

	<p>Records, August 29, 2013</p> <p>NARA is currently working on additional records management bulletins, including metadata guidance.</p>		
25	<p>We will work in partnership with the EPA and Department of Commerce to build a multi-agency FOIA Module.</p> <p>Update: As a founding partner in <i>FOIAonline</i>, the Office of Government Information Services (OGIS) continues to support the improvement of services and expansion of partners. In its role as FOIA Ombudsman, OGIS participates in this consensus-building effort. OGIS is a member (through its Director) of the <i>FOIAonline</i> governing body.</p>	<p>5.2</p> <p>Status: Implemented and ongoing</p>	Office of Gov't Information Services (OGIS)
26	<p>We will continue to organize a group of FOIA and information technology professionals (IT) to collaborate on ways to apply existing technology to improve the FOIA process.</p> <p>Update: OGIS facilitated this group until its members felt that they had accomplished what they hoped. We stand ready to facilitate groups that wish to work on issues (IT or otherwise) related to the FOIA process.</p>	<p>5.2</p> <p>Status: Implemented</p>	Office of Gov't Information Services (OGIS)
27	<p>In 2012, we will process backlog records supporting three topical collections:</p> <ul style="list-style-type: none"> ● those related to the Katyn Atrocities ● those with information related to POW/MIA concerns ● those related to the Cuban Missile Crisis <p>Update: Begun at the request of the President, the collection associated with the Katyn Forest massacre culminated in a Congressional release event in 2012, a web release, and a booklet featuring key documents, photos, and a timeline associated with this historic event. As additional relevant records are discovered within NARA holdings, they are made publicly available. POW/MIA records comprise many series, which NDC has prioritized. Many of those records have been declassified and made publicly available, but the work is ongoing until all associated historical records have been addressed. For the Cuban Missile Crises project, NDC subject matter experts identified series relevant to the Cuban Missile crises, and NDC worked closely with equity holders to prioritize their review. Because of the sensitivities within these records, an extensive declassification project has proven problematic.</p>	<p>5.4</p> <p>Status: Implemented and ongoing</p>	National Declassification Center (NDC)
28	<p>We will build connections from Law.Data.gov to an extensive collection of Executive Orders and related contextual information.</p> <p>Update: Executive orders from 1994-present is now available as a list on Data.gov and Data.gov/law.</p>	<p>5.5</p> <p>Status: Implemented</p>	Federal Register
29	<p>We will conduct outreach to gauge public interest in the digitization of the various other Federal Register publications.</p> <p>Update: We are still working in close partnership with GPO on developing the best digitization strategy.</p>	<p>5.5</p> <p>Status: Forthcoming</p>	Federal Register

30	<p>We will work with GPO to develop a mobile app for the Daily Compilation of Presidential Documents. The app will offer in-depth access to Executive Orders and memoranda, speeches, official correspondence, and many other Presidential actions.</p> <p>Update: The Daily Compilation of Presidential Documents mobile app is available at http://m.gpo.gov/dcpd.</p>	<p>5.5</p> <p>Status: Implemented</p>	<p>Federal Register</p>
31	<p>In late June 2012, we will launch a new web resource, Founders Online, to provide access to the papers of John Adams, Alexander Hamilton, Thomas Jefferson, James Madison, Benjamin Franklin, and George Washington.</p> <p>Update: We launched Founders Online in June 2013 to positive public response, accolades and awards. The site will continue to grow as we regularly add new content - the current total exceeds 149,000 primary source documents in transcribed and annotated form from the Founding era of the nation. The site averages about 2,000 unique daily users comprised of teachers, scholars, legislators, journalists, academics, and librarians and other information professionals.</p>	<p>5.6</p> <p>Status: Implemented and ongoing</p>	<p>National Historical Publications and Records Commission</p>