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Description of document: National Archives and Records Administration (NARA) reports: State of the Federal Records Centers Program, 2008-2016

Requested date: 02-June-2017

Release date: 09-June-2017

Posted date: 20-May-2019

Source of document: FOIA Request
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From: foia@nara.gov <foia@nara.gov>
Sent: Fri, Jun 9, 2017 5:11 pm
Subject: Final Disposition, Request NARA-NGC-2017-000606

8601 Adelphi Road
Room 3110
College Park, MD 20740-6001

June 9, 2017
Re: Freedom of Information Act Request NGC17-408

This is in response to your Freedom of Information Act (FOIA) request dated June 2, 2017, via email to Gary M. Stern. Your request was assigned FOIAonline tracking number NARA-NGC-2017-000606, and the above internal tracking number. In your request you are seeking the “a copy of the most recent annual report on the activities of the Federal Records Center at Suitland, Maryland.”

I contacted the Director of the Federal Records Center Program, David Weinberg, and the Director of the Washington National records Center (WNRC) regarding your FOIA. Neither had knowledge of the report you mentioned, however, both suggested the “State of the Federal Records Center Program – FY 2016,” might be what you are interested in. This document is being released to you in full.

This completes the processing of your request.

If you are not satisfied with our action on this request, you have the right to file an administrative appeal within ninety (90) calendar days from the date of this letter via regular U.S. mail or email. By filing an appeal, you preserve your rights under FOIA and give the agency a chance to review and reconsider your request and the agency’s decision. If you submit your appeal in writing, please address it to the Deputy Archivist of the United States (ND), National Archives and Records Administration, 8601 Adelphi Road, College Park, Maryland 20740. Both the letter and the envelope should be clearly marked “Freedom of Information Act Appeal.” If you submit your appeal by e-mail please send it to FOIA@nara.gov, also addressed to the Deputy Archivist of the United States. Please be sure to explain why you believe this response does not meet the requirements of the FOIA. All correspondence should reference your case tracking number NGC17-408 or NARA-NGC-2017-000606.

If you would like to discuss our response before filing an appeal to attempt to resolve your dispute without going through the appeals process, you may contact our FOIA Public Liaison Gary M. Stern for assistance at:

National Archives and Records Administration
8601 Adelphi Road, Room 3110
College Park, MD 20740-6001
(301) 837-1750
garym.stern@nara.gov

If you are unable to resolve your FOIA dispute through our FOIA Public Liaison, the Office of Government Information Services (OGIS), the Federal FOIA Ombudsman's office, offers mediation services to help resolve disputes between FOIA requesters and Federal agencies. The contact information for OGIS is:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road—OGIS
College Park, MD 20740-6001
foia@nara.gov
ogis.archives.gov
202-741-5770
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Sincerely,

JOSEPH A. SCANLON
FOIA Officer
Office of General Counsel
(301) 837-0583
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Records were released to the public as a result of this request. You may retrieve these records immediately using the following link: [View Records](#). Over the next 2 hours, these records are also being added to FOIAonline's search pages, further enabling you to retrieve these documents associated with your FOIA request at any time.



National Archives and Records Administration

8601 Adelphi Road
College Park, MD 20740

Date: September 30, 2008

To: All Federal Records Center Staff

From: David M. Weinberg

Subject: State of the Federal Records Center Program—FY 2008

As the fiscal year draws to a close, it is my pleasure to deliver my annual report on the Federal Records Centers Program. I am happy to relate that we have enjoyed our most successful year since becoming a fee-for-service program back in fiscal year 2000. We took in 1.7 million cubic feet of new transfers, serviced 9 million reference requests, recycled three-quarters of a million cubic feet of paper, and accessioned 18,000 cubic feet of records into the National Archives. The total holdings of the FRC now stands at a record 27 million cubic feet.

We also achieved financial success during fiscal year 2008. FRCP staff worked hard to contain costs, maintain high levels of productivity, market new services, and serve our customers. As a result, all full-time revolving fund staff members (with a performance rating of “fully successful” or better) will receive a \$1,200 productivity award (allocated, student, intermittent, and part-time staff will receive a pro-rated amount) along with my sincere thanks for your contributions to our success.

This year, our largest and most important initiative has been **ARCIS**, the new IT system that will, over the next fiscal year, completely transform the way we and our customers do business. As it comes online, ARCIS will affect all centers, all job functions, and all business transactions in our system. Internally, the system will enable us to work more efficiently by automating and streamlining internal processes and lowering our operating costs. Externally, it will allow us to harness new technologies, offer new services, and ultimately better serve our customer agencies.

ARCIS moved from concept to reality during the past year. We completed design, finalized preparations in each FRC to enable smooth migration of data, and conducted several “dry runs” of the system in Philadelphia. We are developing robust training resources so that all staff and customers have the information they need to use the system. We expect an on-time, smooth launch of the system at the Philadelphia FRC on October 14 and at other FRCs over the course of fiscal year 2009. I would like to convey my special thanks to the many FRCP staff who served on ARCIS teams and worked tirelessly to ensure the success of the new system.

The approach of fiscal year 2009 means that the deadline to comply with new requirements of 36 CFR 1228 Subpart K (or the “**2009 Regulations**”) is just one short year away. We have made solid progress this year in replacing, repairing, and upgrading our facilities to ensure that we have enough of the right kind of space for our customers’ records. However, space issues continue to be a major challenge. The amount of paper records in our holdings is at an all-time high, and we are continuing to make investments in facilities to serve our customers’ paper storage needs for the years to come.

Although paper records represent the vast majority of our business, as more and more Federal records are created in electronic format, the FRCP is continuing to explore ways to help our customer agencies manage these records.

- This year, NARA's **Electronic Records Archive (ERA)** reached its Initial Operating Capability. One of the first agencies to use the system, the National Nuclear Security Administration (NNSA), will be sending temporary electronic records to ERA during fiscal year 2009. A team of FRC staff has been working with NNSA to plan for tests of temporary e-records ingest, storage, and services in ERA. The FRCP is exploring the use of ERA as a platform to offer online e-records storage and services to Federal agencies in the future. The project with NNSA will help determine what we will need to do to launch such services.

- During fiscal year 2008, the multi-region **Temporary Records Information Portal (TRIP)** Team reached an agreement with TRICARE Management Activity to fund exploration of a prototype for DoD 5015.2 compliant storage and servicing of temporary inactive electronic records. This agreement will allow the FRCP to determine the technical feasibility of providing these services.

- The FRCP has launched a number of **electronic records services** to agency customers, including storage of electronic media in our new Electronic Records Vaults (ERVs), digital imaging services to scan paper records, and secure destruction services for e-media in our industrial disintegrators. We also rolled out the SmartScan electronic document delivery service nationwide this year, and the response from customers—particularly those who have urgent requests—has been overwhelmingly positive.

It has also been a challenging and productive year at the **National Personnel Records Center (NPRC)**. The processing of correspondence cases continued at an excellent level, the digital conversion unit successfully scanned and loaded all of NARA's Official Personnel Folders into OPM's e-OPF application, and overall the Center met all of its financial targets. In addition, NPRC planned and is now opening its eight-bay, underground Valmeyer Annex. Planning also was completed for the new NPRC main facility, and GSA awarded the contract to a private developer on September 4. Finally, NPRC continues to grow as new employees are being hired to handle the 5% increase in correspondence cases that the Center has experienced this year.

As we wind up such a successful year, we must not take future success for granted. I ask that each and every FRC staff member continue to do all you can to keep productivity high and costs low and, above all, deliver the best quality of service to every customer.

Thanks once again to all of you who serve our customers and make our program so successful.

Sincerely,



DAVID M. WEINBERG
Director, Federal Records Centers Program



National Archives and Records Administration

8601 Adelphi Road
College Park, MD 20740

Date: September 30, 2009

To: All Federal Records Center Staff

From: David M. Weinberg

Subject: State of the Federal Records Center Program--FY 2009

As our tenth year as a revolving fund draws to a close, I am writing to update you on the achievements and highlights from this past year and to outline the financial, market, space, and other challenges the Federal Records Centers Program has experienced over FY 2009.

We celebrate the successful deployment of ARCIS at 16 of our 17 centers, with the final deployment at NPRC planned for October 2009. Launching this system was one of the most complex and far-reaching endeavors the FRCP has ever undertaken and was a crucial step toward ensuring that customers can quickly and easily conduct business with us online. Over the course of the year, we launched the system in five deployments, trained hundreds of staff and customers, stood up a help desk to field internal and external questions, purchased new computers and other hardware, and re-engineered key business processes. Initial survey results from customers who have used ARCIS indicate high levels of satisfaction with ARCIS training, online resources, the speed with which records are processed, and the system's tracking features. Over the course of FY 2010, we will continue to enhance the system, launching modules to provide user access, user management, and transfer functions to customers. The launch of ARCIS affected just about all FRCP personnel, both in regional centers and at headquarters. I want to thank all FRCP staff for learning new processes, working together to solve issues during deployments, and educating customers about the new system. Your cooperation, dedication, and teamwork made the launch of ARCIS a tremendous success.

The National Personnel Records Center experienced one of its busiest years on record.

- The move to the Valmeyer Annex involved hundreds of NPRC staff, particularly the T&D staff, the Preservation staff, and volunteer move planners and coordinators from throughout the center. Forty staff members from CPR and five from MPR have relocated to the Valmeyer Annex. In addition to handling the thousands of cubic feet of records each day that originated from MPR and CPR, these staff also managed an influx of several hundred thousand cubic feet of transshipments from other FRCs around the country. As the fiscal year drew to a close, the Valmeyer Annex already was over 80% full—in just 12 months!
- Correspondence request receipts increased by nearly 15%, which led to a commensurate increase in workload for NPRC's mail processing, search, and refile staffs. We responded to this uptick in requests by creating new teams and increasing the number of correspondence technicians.

- CPR's staff expanded temporarily to support the scanning of NARA's and GSA's Official Personnel Folders for OPM's Enterprise Human Resource Integration project.

In 2008, NARA took part in the third round of the Federal Human Capital Survey (FHCS), which monitors employee work satisfaction in the Federal government. The results of this survey, which were released in FY 2009, indicate that the Federal Records Centers have a long way to go in improving the quality of the work environment for all of its employees. The safety and satisfaction of our employees is of great concern to the FRCP. Immediately after the results of the survey were released, we endeavored to drill down further on the results by hiring a contractor to hold focus groups with staff of all levels in ten facilities. Based on the results of the FHCS and the follow-up focus groups, we have put together a plan to invest in new equipment, employee development, and improved communications in order to address employee concerns. I thank you for your participation in the survey, and I am grateful to employees who took further time to share opinions and concerns in the focus groups. I encourage you to continue to provide feedback on your work environment. We are working on developing innovative ways of continuing the dialog with FRCP staff using new technologies (such as social media) in the coming year.

Ensuring that our rapidly growing holdings are housed in space that is compliant with the more stringent facility regulations that take effect on October 1, 2009, has been a top priority for the FRCP this year. Space is very tight in our records centers, and I understand that it can often be difficult to work in facilities that are at or near their storage capacity. The FRCP undertook the following projects this year to ensure that we have adequate, compliant space for our holdings:

- We continued to work to bring existing facilities into compliance with the 2009 regulations. We will have eleven centers certified by the end of the calendar year. We will receive waivers from NARA's Space and Security Management Division for several facilities in which work is ongoing. And the Solicitation for Offers to replace the Rocky Mountain Region FRC will be released this fall.
- We dedicated the Valmeyer Annex for the NPRC in October 2008, and, thanks to the great work of staff and contractors, the move into this facility has been one of our fastest ever, averaging 6,000 cubic feet per day.
- We took two more bays in Lee's Summit and will bring two more bays online in Lenexa in December.
- We moved forward on securing palletized storage space for large collections of inactive records. This year, we signed an agreement for a palletized facility at the Great Lakes Naval Station north of Chicago, and we are beginning the market survey process for a similar facility in the Dayton area, with a targeted move-in date of Summer 2010. These new facilities should free up more than a million cubic feet systemwide.

With more than 27 million cubic feet of records in our holdings, managing paper will be part of the FRCP's services for a long time to come. However, as you likely have observed in your own center, the work of the FRCs is slowly changing. Reference request activity is declining. In FY 2006 we processed 13 million reference requests, but in FY 2009, we will likely fulfill fewer than 10 million. In response to this changing environment, we are making plans to position the FRCP to deliver new lines of business so that we can serve our Federal customers' evolving needs and continue to thrive as a fee-for-service operation. These three lines of business include storage and servicing of physical records (such as paper and electronic media), storage and servicing of "born digital" electronic records, and records management consulting services. Some of these new services are already being launched in certain FRCs—for example, a number

of staff members are currently involved in standing up scanning operations in four locations. Other services, such as the “eFRC,” are still in the research stages. We are making investments both in technology and staff training to ensure that our customers’ needs are met and that our staff have the skills they need to fulfill these needs for years to come.

In addition to launching new services, we are re-engineering the way the FRCP interacts with customers. We are re-organizing the headquarters staff to more effectively serve our customers, bringing on new account managers who will work closely with them—particularly the eight customers who account for 68% of our revenue—to ensure that we are meeting their current needs and anticipating their future needs. We are expanding our use of online tools to more consistently monitor customer satisfaction with our services. We undertook an in-depth study of customer needs surrounding eFRC services, and are acting on those survey results. We are exploring social media technology to better communicate with customers on a real-time basis. And we are ramping up a sales force to support local sales and marketing efforts. In doing all of this, I realize that the most important customer interaction happens when our front-line staff deliver services. I thank you for the care you provide to our customers, and I welcome your input on how we can serve them better.

The year has been a challenging one from a financial perspective. We are replacing the two massive NPRC facilities at a projected cost of \$10 million. This huge expense, combined with an increase in agency overhead (paying for our part of shared NARA services) and a four-million-dollar, system-wide replacement of computers means that for the first year in our history as a revolving fund, we will just break even financially this year instead of turning a profit. In previous years, when we have anticipated a profit, we have been able to give cash awards to staff. Because of the financial situation this year, I regret that there is no funding this year to provide these cash awards.

As we stand on the brink of our second decade as a revolving fund, I acknowledge that the Federal Records Centers Program has some serious challenges, but we are endeavoring to meet these challenges head on. Tools like ARCIS will enable the FRCP to work more efficiently so that we can deliver services to our customers at the lowest possible cost. New facilities will help us store and service our customers’ records in secure, compliant space. But our most important asset is you—our staff. You know our customers and their records better than anyone, and customer satisfaction hinges on your actions. We rely on you to control costs and provide feedback on process improvements so that we can operate as efficiently as possible, effectively serve the agencies that entrust their records to us, and remain a viable fee-for-service operation.

As always, I thank you for your dedicated service to the FRCP, and I welcome your feedback.

Sincerely,

A handwritten signature in black ink, appearing to read "David M. Weinberg". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

DAVID M. WEINBERG
Director, Federal Records Centers Program



National Archives and Records Administration

8601 Adelphi Road
College Park, Maryland 20740-6001

Date: September 29, 2010
To: All Federal Records Center Staff
From: David M. Weinberg
Subject: State of the Federal Records Center Program--FY 2010

As the fiscal year winds down, I am writing to brief you on the successes we have enjoyed and the challenges we have faced together over the course of the year.

We continue to provide an incredible volume of service to our agency customers. Thus far in FY 2011, we have received approximately 1.7 million new transfers, serviced more than 9 million reference requests, and recycled 1.2 million cubic feet of records. Our total holdings are currently in excess of 27.5 million cubic feet—a new record.

The FRCP completed the rollout of the ARCIS employee portal with the launch of the system at NPRC in October 2009. However, we are far from finished with the system. This year, we undertook a comprehensive, web-based survey of all external ARCIS users to gauge their satisfaction with the system's customer portal. We received more than 1,000 responses to this survey and have been busy incorporating this customer feedback to improve the system. In addition, this fiscal year, we have been working behind the scenes preparing for the launch of three new, interconnected modules for customers: user administration, access control, and records transfers. We have been conducting intensive usability research with a number of beta testers from several customer agencies to ensure that these new modules are user-friendly and that they meet our customers' business needs. During this research, we spent many hours observing customers as they used the system, and we noted any confusion or other difficulties. We are currently incorporating this research into ARCIS and are developing training and other support materials in preparation for the launch of the new modules in FY 2011.

The results of the 2010 Employee Viewpoint (Fedview) survey are in. While I am delighted that our agency led the Federal government in response rate by employees, it is apparent that we have a long way to go in improving the work environment for our staff. Beginning this year, NR senior staff and I have embarked on a series of town hall meetings at many FRCs, during which FRC staff can discuss issues of concern directly with us, without managers present. These meetings revealed much of what is right and what is not right within the FRCs. We plan to continue these meetings at every FRC. We have also worked to establish (or revitalize) local committees that contribute to employee safety and morale. And we have launched the Better Workplace Blog on which employees can directly air concerns about the workplace environment. I thank you for participating in the survey, the meetings, and the blog. I thank you for your openness, your willingness to share, and your candor. I realize that there is no “one and done” solution, and I am eager to continue to listen, act to address issues, and learn to work more

collaboratively. I will not be satisfied until our employees feel heard, valued, and think of the FRCs as a great place to work. It won't happen overnight, but it will happen.

A key finding in the FedView survey was employee concerns about safety, an issue I take very seriously. This year, after hearing that staff felt that many of the ladders in the stacks were aging and/or unsafe, we embarked on a collaborative project to completely redesign the FRC ladder. We began by immediately removing all ladders from FRCs that were deemed unsafe. We then tested a new prototype for several weeks at the Philadelphia FRC. During a work session that included front-line staff, union representatives, HQ and local management, and the Ballymore engineers, we reviewed working scenarios of how the prototype ladder worked and received staff input on suggestions to further improve the prototype. This session produced an improved prototype that was further tested and reviewed by Lenexa staff. The prototype ladder is currently under review by the NARA Safety Committee and once it is approved by this committee, the prototype design will then be sent to OSHA for final approval. We intend to start the acquisition process for needed ladders in FY 2011 and then continue purchasing replacement ladders in subsequent fiscal years until all the FRC ladders are the new approved prototype. I want to ensure that you have the right equipment, the right amount of equipment, and appropriate training to be safe on the job.

We have been working hard to ensure that we have adequate, complaint facilities for the records in our custody, and have made impressive progress towards that goal in FY 2010:

- The Solicitation for Offers for a new Rocky Mountain Region facility was released in the fall and should be awarded by the end of FY 2010, with occupancy planned for the fall of 2011.
- To meet capacity demands, we added approximately one million new cubic feet of storage space in new bays in our extremely cost-effective underground storage locations in Lenexa and Valmeyer. We also just signed a lease to expand our underground space in Lee's Summit, and we will start to occupy that new space in December 2010.
- We awarded a lease for a new three-bay palletized storage facility in Dayton, OH, which we will occupy in November. And we are working with the Navy on another three-bay palletized facility on the Great Lakes Naval Station north of Chicago which we plan to occupy early in calendar year 2011.
- We renegotiated the lease on the Pittsfield FRC, which immediately dropped the rent by 19%, with another drop scheduled five years into the lease.
- We began developing requirements for a replacement for the Washington National Records Center. As part of this work, we are considering various high-density storage alternatives in order to keep this very large facility affordable. Our requirements will be submitted to GSA in early calendar year 2011.

Fiscal year 2010 has been a busy one for the National Personnel Records Center. Here are some of the highlights among NPRC's achievements:

- Construction continues at a rapid pace on the new NPRC facility at Dunn Road that will replace the aging Page Avenue facility. This new high-bay facility will store personnel records and will provide office space for the more than 500 staff who service those records. Initial occupancy is set for May 2011.
- MPR's correspondence production was up by 12.6% over FY 2009 and by 28% over FY 2008. The increased production led to the elimination of a 40,000-case backlog on non-fire-related cases that existed at the beginning of the fiscal year.

- NPRC established a special team to complete reference requests generated by the Filipino Equity Compensation Provision of the American Recovery and Reinvestment Act of 2009. To date, the team has completed more than 31,000 requests that have resulted in just under \$1 million in revenue for the FRC program and have helped Filipino Army veterans receive \$64 million in compensation.
- This year NPRC began servicing retired electronic Official Personnel Folders for OPM and USPS. This effort allows us to provide loan and transfer and reference activities on electronic records as we have historically for paper records. We expect this business to grow as more personnel with eOPFs separate and retire.
- NPRC has been working with the Office of Personnel Management (OPM) to implement OPM's new directives to stratify billing between OPM and the agencies that request service. These directives are changing how the FRCP bills for OPF transactions. It will impact overall tracking costs, the national agreements, and agencies' overall billings from CPR.
- The Digital Conversion Unit (DCU) has grown over the last year with the Air Force project to convert civilian personnel folders to digital images and upload them to the eOPF system. We have made great strides in increasing production which will increase the profitability of these kinds of projects.

We are continuously working to improve the way we communicate and interact with our customers. This year, we hired two new central office-based National Account Managers (NAMs) to focus on the special needs of the eight agency customers that bring in 70% of FRCP revenue. The NAMs have been busy over the last few months reaching out to these customers, learning about their business processes, and promoting FRCP services. Already, these contacts have netted a number of new special projects from the Internal Revenue Service, the Navy, the US Probation Office, and the Drug Enforcement Administration. The NAMs have also led negotiations that have led to the Veterans Health Administration (VHA) and Library of Congress returning as FRC national customers. In FY 2011, we will hire five Regional Account Managers (RAMs) based in Atlanta, Chicago, Los Angeles, Philadelphia, and Fort Worth. These RAMs will focus on their respective regions' largest customers, and will market paper-based and electronic records services for FRCs inside and outside of their regions.

We have made great strides this year in developing scanning services for our agency customers. In addition to the scanning operations already in St. Louis, Ft. Worth, Chicago, Atlanta, and Riverside, we stood up a new scanning pod in Philadelphia. Agency interest in our scanning services has been brisk, and we have undertaken many new scanning projects which have brought in approximately \$2.5 million in revenue for the FRCP. The largest of these projects is for the Veterans' Benefit Administration's claim files. During this year-long pilot, we will stand up a new scanning center in the St. Louis, MO area, hire approximately 30 staff, and scan approximately 1.1 million images. We envision that these scanning projects will be a "launch pad" for future FRC electronic such as secure hosting of digital records for our agency customers.

I am happy to report that this year, we anticipate that the revenue will exceed expenses in the revolving fund by approximately \$6 million, the closest we have come to our 4% profit cap. As a result, all full-time revolving fund staff members (with a performance rating of "fully successful" or better) will receive a \$1000 award. Allocated, student, and part-time staff will receive a pro-rated award.

As this year's financial situation demonstrates, as a revolving fund, the FRCP is somewhat insulated from year-to-year budget fluctuations. However, we are not completely immune to the challenges posed

by economic downturns and budget cutbacks. Our income comes from the fees we charge other agencies for services, and when their budgets are cut, it can impact our bottom line. Our customers' budgets are tightening, and several of our largest customers have approached us to help them determine how to scale back FRC services and reduce their bills. As always, we welcome your feedback on how we can continue to provide a high level of service to our customers while keeping our costs under control.

As you have likely read, Archivist Ferriero has proposed a sweeping reorganization of our agency. I was heartened by the collaborative process embraced by the Transformation Task Force, and the robust participation of FRC staff on the Transformation Ideascales that the Archivist set up to capture feedback from staff on the reorganization. The FRC will fall under the newly-created "Agency Services" area. While every detail of the reorganization has not yet been finalized, it is intended to help standardize policies, integrate operations, and help us serve our customers better. I see these changes as good for the FRCP and its customers, and I look forward to working with you to transform our agency together for the better.

This is a time of exciting change for our program. Crucial to this change will be gathering, heeding, and responding to feedback. Whether this is done using the latest high-tech methods (such as staff Ideascales and web-based customer surveys) or "high-touch" methods (such as town hall staff meetings and one-on-one usability studies with customers), I am committed to ensuring that every opinion is heard. I hope you will commit to engage in this process as we innovate, improve, and unite to provide the best services for our customers and the best possible workplace for our staff.



DAVID M. WEINBERG
Director, Federal Records Centers Program



NATIONAL
ARCHIVES

Date: September 30, 2011
To: All Federal Records Center Staff
From: David M. Weinberg
Subject: State of the Federal Records Centers Program – FY 2011

As we close our 12th year as a revolving fund, I want to take this opportunity to report to you on the state of the Federal Records Centers Program (FRCP) for FY 2011.

We serviced a remarkable volume of transactions for our Federal agency customers this year. So far in FY 2011 we have accepted 1,616,595 cubic feet of new transfers, disposed of 997,722 million cubic feet of records, and fulfilled 9,454,931 reference requests. Our current total holdings stand at more than 27 million cubic feet of records.

Although NARA's Transformation is in just its first year, already it has had a profound and positive impact on the FRCP. Under Agency Services, our program has been brought together with four other offices that focus on Federal agency customers. Of particular importance is the strengthened relationship between the FRCP and the Office of the Chief Records Officer. This strategic alignment will enable staff from both of these programs to more seamlessly provide advice, training, and services to our mutual customer base across the records lifecycle. Within the FRCP, at the headquarters level, the Transformation has created four interdependent entities—Operations, the National Personnel Records Center, Business Development, and Customer Relationship Management—that will together identify, develop, deliver, evaluate, and continuously improve the services we provide to customers. These changes will allow us to ensure that we are serving our customers' needs while remaining relevant and financially solvent.

We are delighted that the Transformation has fully integrated the Washington National Records Center (WNRC) into the FRCP. This will allow us to better serve our many headquarters-level customers in the DC area. The WNRC building is a massive facility—the size of 20 football fields. However, the facility, which was built in 1966, is beginning to show its age, and staff have recently had to address a number of serious challenges. Over the course of the year, there have been chronic problems with rainwater leakage. WNRC staff have worked diligently to salvage records damaged by leaks, inform affected agencies, and coordinate with GSA (the building's owner) to make the necessary repairs. Then, on top of this, a rare east coast earthquake followed by a power outage forced us to close the WNRC for more than two weeks

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in late August and early September. I'd like to extend my heartfelt thanks to all the WNRC staff who worked long hours to clean up the facility, service urgent requests for Federal customers during the closure, work the backlog of requests to get operations back to normal once the facility was reopened, and keep customers informed throughout the ordeal. And I am delighted to report that the roof repairs withstood the final test—a visit by Hurricane Irene—without any water entering the building. Looking to the future, we're continuing the complex planning initiative to develop requirements for a replacement for the WNRC. We have developed facility layouts and records storage requirements for a high-bay storage model. We plan to enter these requirements into GSA's fall prospectus cycle with the hope of getting Congressional approval during FY 2012 and taking initial occupancy of the building as early as 2014.

In addition to making plans to replace the WNRC, we continue to make space planning a priority for the entire FRCP as we analyze where we need to add space in centers that are near capacity. To meet capacity demands, we completed the occupancy of two additional expansion bays in Lee's Summit, MO. We occupied our first certified palletized facilities in Fairfield, OH, and at the Great Lakes Naval Station outside of Chicago, IL. The two facilities combined give us approximately 1.2 million cubic feet of new capacity, without the need to invest in shelving. We negotiated a reduction in lease rates at the Philadelphia FRC, and as part of the new lease, we will retrofit one existing temporary bay into a combination archival/permanent bay. This conversion will provide compliant space for the permanent holdings at that facility and will also provide a new revenue stream that will replace business lost after the reprogramming of the Philadelphia IRS Service Center. And finally, this week, we broke ground for a new facility to replace the existing FRC in Denver, CO. The new facility, located in Broomfield, CO, is scheduled for initial occupancy in late May 2012.

One of the most dramatic facilities projects this year has been the relocation of the National Personnel Records Center. We occupied a new 437,000-square-foot, 29-foot-high storage facility at One Archives Drive in St. Louis. The majority of the staff have already moved to the new location, and the records move will continue throughout FY 2012. In the midst of this relocation, the important work of the NPRC continued this year at an impressive pace:

- We eliminated the backlog of military correspondence requests and maintained pending workload at or near work-in-process levels, enabling the center to achieve its lowest response times and highest levels of customer satisfaction in more than ten years.
- We began Phase II of the Veterans Benefit Management System (VBMS) pilot digitization project, which will help the Veterans Administration to automate their claims adjudication process and reduce the claims processing cycle time.
- We disposed of 22,750 cubic feet of the acetate-based entrance and separation x-rays that were the cause of the off-gassing at our Winnebago facility. Prior to the most recent disposal, the Joint POW/MIA Accounting Command (JPAC) requested additional x-ray searches. We conducted more than 1,500 searches to ensure that no information needed for JPAC's important work of identifying service member remains was destroyed.
- The Document Conversion Unit (DCU) worked on two challenging, high-volume Air Force jobs in 2011—the digitization of OPFs and injury compensation files. Available staff from the Archives Drive and Winnebago facilities assisted with the prepping of documents to support this project. In the month of August, almost 1.25 million images were processed in the DCU, with September seeing a similar volume.

- We eliminated the requirement for career advancement panel evaluations in instances where an applicant’s supervisor recommends promotion. This lifted a cumbersome administrative burden, paving the way for more career-ladder promotions for the workforce without compromising on the competencies required for advancement. As a result of this change, FY 2011 featured more career-ladder promotions at MPR than during the previous two years combined.

Our staff and contractors have been busy working “behind the scenes” on ARCIS this year. On the staff portal, Optimos has processed hundreds of improvements of varying levels of complexity—everything from minor text and button changes to the development of a whole new billing module. We owe special thanks to all of you for helping to develop requirements for and test these improvements. In addition, we have completed work on the customer portal, which will make available for customer use the three interconnected modules—records transfers, access control, and user administration. This year we concluded an exhaustive, iterative process of system evaluation and revision with customer beta testers, and we have now trained the first Department of Justice customers in preparation for full deployment at this agency. We are developing a robust suite of customer training materials, including in-person classes and a set of comprehensive user’s manuals, and we will be working to identify and train the next round of customers for the system early in the fiscal year.

I am happy to report that FRCP finances for FY 2011 were strong, with revenue exceeding expenses by approximately \$7 million. Because of this, we are pleased to be able to offer a \$1,000 award to all full-time FRCP (AF) staff members (with a performance rating of “fully successful” or better). Allocated, student, and part-time FRCP staff will receive a pro-rated award. I am also pleased to offer an award of \$500 to former NR allocated staff whose efforts have been crucial to the success of our program. This includes former NR Regional Administrators, Assistant Regional Administrators, Administrative Officers, and allocated Central Office staff. We are grateful for your contributions to the FRCP over the years, and we wish you all the best in your new roles in a transformed NARA.

Awards will appear in the first paycheck of the new fiscal year.

As I noted in my recent post on the Better Workplace Blog, I really enjoyed working in the stacks with the Lenexa and Lee’s Summit staff earlier this month. Indeed, one of the most pleasant aspects of my job is traveling to the various FRCs and meeting with staff. I appreciate the warm welcomes, insightful comments, and honest opinions you have shared with me. I hope to meet more staff as I visit other FRCs in the coming year, and I look forward to hearing your ideas and conveying my thanks in person for the work you do for the FRCP every day.

Sincerely,



David M. Weinberg
Director, Federal Records Centers Program



NATIONAL
ARCHIVES

Date: October 3, 2012
To: All Federal Records Centers Staff
From: David M. Weinberg
Subject: State of the Federal Records Centers Program—FY 2012

As we bid farewell to fiscal year (FY) 2012, I want to take this opportunity to update you on the state of the Federal Records Centers Program (FRCP).

Together, during FY 2012, we handled unprecedented challenges and accomplished monumental tasks. We serviced 9.5 million reference requests, recycled more than one million cubic feet of records, and accepted 1.5 million cubic feet of new transfers, bringing our total holdings system-wide to nearly 28.5 million cubic feet. We digitized four million pages. And we handled a number of special projects for our customers, from enormous records screening projects to “Fastpacks” of all sizes.

One of our biggest achievements this past year was completing the move of the National Personnel Records Center (NPRC) into a new facility at One Archives Drive in St. Louis. The scale of this move was massive. During the course of the project, we moved more than 2.2 million cubic feet of records in 1,834 semi-trailer loads. Our staff garnered well-deserved attention from media coverage about the opening of the new facility. I invite you to check out two stories that nicely showcase the building and feature interviews with some of our FRCP colleagues: a TV news story from the local NBC affiliate (<http://on.ksdk.com/o5KrOD>) and a blog post from the Washington Post’s Federal Page (<http://wapo.st/nw1sMC>).

The important work of the NPRC continued this past year right alongside this big move. In FY 2012, the Military Personnel Records Center (MPR) processed 1.2 million reference requests. With the assistance of our colleagues in Information Services and Business Support Services, they also completed the upgrade of the Case Management and Reporting System (CMRS), which will improve our productivity and our service to veterans and their families. In addition, MPR transitioned from a three-tier to a five-tier rating system for employees who work in correspondence. This change provides greater opportunity for employees to earn performance awards and brings MPR in line with the rest of the agency. Working in partnership with Local 104 of the AFGE, MPR restructured the Pacesetter Productivity Awards for correspondence to increase the number of awards available for individual Archives Technicians. And finally, they established a Better Workplace Team, which worked with the Human Capital Office to produce a viewpoint survey for temporary, term, and indefinite staff to make sure all voices at NARA are heard and to provide a more complete picture of perceptions across NARA’s workforce.

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We have done much to enhance, repair, and retrofit our facilities around the country this past year. In August, we formally dedicated the new Denver-area FRC in Broomfield, Colorado. We also leased our third underground facility in the Kansas City area to accommodate the growth of IRS records. At the Philadelphia FRC, we completed the majority of the construction on new archival and permanent bays. Also during FY 2012, Building Nos. 2 and 3 at Dayton and Bays A and B at Seattle were certified as compliant with 36 C.F.R. 1234, meaning that all space in those centers is now fully compliant. We completed a facility renovation at Ft. Worth that helps the archival and FRC operations to better coexist. And we finished the complex planning initiative to develop requirements for a replacement for the Washington National Records Center (WNRC). We submitted these requirements to GSA as part of last fall's prospectus cycle.

During the past year, we placed special emphasis on improving relationships with our customers. Leveraging our new team of account managers, enlisting other headquarters and field staff, and working closely with our colleagues in Agency Services (in particular the Office of the Chief Records Officer), we worked to inform customers of their records management responsibilities and to provide them with tools and services they need to fulfill these duties. We enhanced the Bimonthly Records Information Discussion Group (BRIDG) meetings that are held at Archives I for our agency customers. We tailored the agendas to customer feedback, added an in-person networking hour, and most importantly, made the meetings available via webcast. I invite you to sign in to future BRIDG meetings—see <http://www.archives.gov/records-mgmt/memos/ac31-2012.html> for the schedule and instructions for logging on.

We have also worked to enhance internal communications. Thanks to the efforts of our nine FRC-based bloggers, the Better Workplace Blog has become a vibrant online platform for discussing key issues in our centers—everything from workplace safety to work-life balance. During FY 2012, we posted 56 blog entries that garnered 502 comments. In addition, Agency Services Executive Jay Bosanko and I traveled to several FRCs to meet with front-line staff and hear their ideas about improving the workplace.

Storage and servicing of paper records continues to be the “bread and butter” of our operations. In addition to maintaining excellence in these core services, we continue to develop services to help our customer agencies manage their digitized and born-digital records. We have begun accepting electronic records into the Temporary Records Information Portal (TRIP), a pilot system that received authority to operate in FY 2012. TRIP provides basic storage and management services for electronic records, and it can grow to manage up to 50 terabytes during this phase of development.

The achievements I have described above give us a lot to celebrate. However, in FY 2012, the FRCP saw unprecedented challenges as well. I want to make sure all of our employees have a thorough understanding of these challenges, their possible impacts on our program, and what we are doing to meet them.

This past year, three serious issues came to light regarding key aspects of our operations:

- NARA's Office of the Inspector General (OIG) delivered two reports on investigations of operations at WNRC. These reports cited WNRC's handling of records over the years and were particularly critical of the handling of classified records. The FRCP responded quickly to this situation, immediately marshalling staff resources to respond to the findings in the reports. We initiated an FRCP-wide stand-down day during which all staff worked together to survey their workspaces and identify issues. During these stand-down days, we made great progress not only in identifying unaccounted-for boxes but also in coming up with creative ways to solve a number of operational and safety-related problems. I am incredibly grateful to all of you for the time and energy you have put into responding to the reports and resolving these issues.
- We discovered serious erroneous disposals of records—some of which were permanent—at two FRCs. Again, we responded quickly and decisively, suspending all disposals (except for tax returns and court records) systemwide. We convened a team of subject matter experts to review our disposal policies and procedures and to recommend changes. A report from this team is forthcoming, and once new guidance has been issued, we will resume disposals under the new guidance. I appreciate the staff's input and patience as we overhaul this critically important part of our operations.
- A citizen in Illinois notified the NPRC that he had discovered a stash of records in a wooded area near his home. NPRC staff immediately informed the OIG, and an investigation was launched. Thanks to tight recordkeeping at NPRC, we were able to quickly identify the employees involved. The employees were terminated and are currently under criminal investigation. In response to this situation, we have convened a team to review interfile procedures at all FRCs, and we expect a report on their recommendations early in fiscal year 2013. As an interim measure, we have implemented a 100% quality-control check on interfiles at the NPRC. We have also implemented exit screening for all NPRC employees.

As you well know, we are rapidly running out of space to store records in our centers. However, during FY 2012, a Government-wide "No New Net Square Footage" policy was established, meaning that agencies can acquire new space only if they relinquish existing space. In addition, we are now required to buy shelving rather than lease it, which will likely prove to be financially difficult for our program. Also, recent Government-wide changes to student programs make it more challenging for us to quickly respond to changes in our workload. And finally, new Government-wide travel restrictions for all agencies will impact our ability to conduct meetings, give and receive training, and scope out and undertake special records management projects for our customers.

It was a very tough financial year for the FRCP. We had large, predictable expenses related to the St. Louis and Denver moves, including financing the moves and paying double rent for part of the year during the transition. In addition, our agency customers are under increasing pressure to do more with less, and specifically to reduce their records storage and servicing bills. Over the last few years, we have seen a precipitous decline in our reference workload, from a high of 13 million requests in 2006 to this past year's 9.5 million. We fully expect this trend to continue. During FY 2012, one of our biggest customers informed us of a shortfall in their budget and ordered us to find a way to cut their bill by more than two million dollars during the last quarter. We worked swiftly with them and were able to reduce the cut to only \$700,000. However, this

situation underscores the fact that our financial stability is sometimes completely beyond our control. We anticipate a break-even situation on our FY 2012 financial ledger. For this reason, I regret to report that we will not be in a position to offer a bonus to FRCP employees for FY 2012 as we have in many, but not all, previous years. It is also unlikely that we will be able to do so in the future, considering the Federal budget climate.

Despite these many challenges, I remain optimistic about the future of our program. We have many assets. We have an experienced, dedicated, and creative staff. We are changing and growing to ensure that we meet our customers' needs for years to come. We are carefully monitoring our staffing levels to make sure that they are aligned with our ever-changing workload. We are working to implement new regulations and policies and meet any challenges they pose for our program. And we are working with all of you to make sure that we have safe and efficient operations in all of our centers.

I thank you for your hard work and dedication to the program this past year. I call upon all of you to help us build upon our strengths and address our challenges. I invite you to take advantage of the many platforms we have for you to give us feedback—all hands meetings, town hall meetings, the Better Workplace Blog, and the Internal Collaboration Network. And you can always email me directly at david.weinberg@nara.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'dwe', with a long, sweeping horizontal line extending to the right.

DAVID M. WEINBERG
Director, Federal Records Centers Program



NATIONAL
ARCHIVES

Date: October 22, 2013
To: All Federal Records Centers Staff
From: David M. Weinberg
Subject: State of the Federal Records Centers Program—FY 2013

At the close of each fiscal year, I write to all FRCP staff in my annual State of the Federal Records Centers Program letter to reflect on our shared successes. Before doing so here, I want to commend each and every one of you for your dedication and diligence as we all worked together during the government shutdown. During the last three weeks, we carried on without skipping a beat as we served our Federal customers who remained open and our nation's veterans and Federal retirees seeking copies of personnel records. In addition, we used the time to clear out pending backlogs, putting us in a better position to serve our customers now that the Government has resumed normal operations. Thank you for your continued service during these last three weeks.

Let me now turn to our accomplishments for the last fiscal year. FY 2013 was a year of dramatic change for everyone within the FRCP. New guidance limited our ability to acquire additional storage capacity, limit our distribution of awards, and hire new staff. Sequestration introduced a new set of challenges and changed the way we do our work. It has impacted our customer relationships, reduced our ability to travel, and limited the funding that our customers use to pay for our services.

Despite these challenges, we remain a viable service supporting the mission of the National Archives and bringing excellent value to our customers. I feel that we continue to succeed in meeting our goals. I hope you feel the same.

The workload statistics that I typically cite in my annual address continue to amaze me (and amaze our customers). In FY 2013, we accepted 1.3 million cubic feet in new transfers—bringing our system-wide total to nearly 29 million cubic feet of records—and disposed of 800,000 cubic feet. We fulfilled 9.4 million general reference requests and 1.2 million military reference requests. That is a lot of hands touching a lot of records, all in service to our customers.

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We're able to handle such volume to meet our customers' needs because of your hard work. Whether you're at Boston or Riverside, Atlanta or Seattle, and all points in between, it is the FRCP staff that make this organization strong. We're working hard to give you the tools to do your best, and we continually look for ways to expand the channels of communications so we can be even better.

Allow me to give you a few examples of the FRCP successes we've enjoyed this year. Under the direction of COO Jay Bosanko, Stefanie Hutchins (Storage Coordination and Logistics) chaired the interoffice Ladder Working Group (LWG), comprised of staff from Research Services; Business Support Services; Legislative Archives, Presidential Libraries, and Museum Services (LPM); and the FRCP (with Pam Wegner and I representing the FRCP). The LWG and other NARA colleagues completed guidelines for ladder repairs, trained staff in the safe use of ladders, developed a ladder inventory and tracking system, improved and enhanced the design of the current ladder profile, and began a ladder procurement with deliveries to many FRCs between August and December. These actions will improve the quantity and quality of ladders to meet local needs and help keep you safe as you use the ladders to service records.

Also, some of the biggest operational success stories this year are the process improvements implemented in the FRCP's Transfer and Disposition Program. The National Transfer and Disposition Program piloted a successful disposition workflow change. Subject Matter Experts performed the first-level review of the transfers eligible for disposal on 10 record groups that cover about 50 percent of all transfers eligible for review in a given disposal cycle. In addition, under the oversight of the Disposal Process Re-Engineering (DPRE) team, we developed an Agency Disposition Profile statement for each customer agency to highlight the volumes of past-due disposals, past-due accessions, and frozen records as well as the cost savings the agency could realize by taking actions to address these backlogs. This initiative resulted in several agencies, such as IRS and the Department of Education, taking action to obtain disposal concurrences or lift freezes.

Through the efforts of John McEvoy and the Account Managers, more agencies were exposed to the ARCIS Customer Portal, and at the time of this writing, 30 agencies have been fully deployed on it. FRCP Operations, which includes all of the FRCs, successfully responded to the Veterans Administration's call for FastPack projects by sending leads and/or teams comprised of FRC staff from various records centers to pack and prepare medical and regional files for storage at several FRC facilities, including Atlanta, Boston, and Pittsfield. VA facilities receiving assistance this year included Winston-Salem (NC), Canandaigua (NY), Richmond (VA), and Louisville (KY).

At the National Personnel Records Center, the Military Personnel Records Center staff responded to the 1.2 million requests cited above and matched its best performance ever by

responding to over 95.4 percent of separation document (benefit-related) requests in 10 working days or less. Other achievements include taking on a special project to help the Department of the Navy reduce its backlog of medals-related requests; representing NARA on a White House Working Group to examine issues surrounding the verification of service for World War II veterans of the Philippine Army and recognized guerrillas; deploying new operating procedures for refiles and interfiles, including new audit procedures; completing the re-development, migration, and deployment of all legacy mainframe applications formerly maintained under contract by the VA's Austin Information Technology Center; deploying exit screening at its Archives Drive facility; and updating the compatibility of its eVetRecs system.

The Civilian Personnel Records staff wrapped up its work related to developing and testing production scanning and forms-recognition processes for the Veterans Benefits Management System. Other achievements include working with the Office of Personnel Management and the United States Postal Service to accelerate civilian reference related to a surge in Federal employee retirements; developing and populating an electronic finding aid required to execute the accessioning of a large transfer of VA Deceased Veteran Claim Folders; and facilitating the legal transfer of thousands of disposal-eligible VA entry and exit chest x-rays to the Joint POW/MIA Accounting Command, where they will be retained and used to assist in the identification of remains of U.S. servicemen killed or missing in action from the Korean War.

We made great progress in effectively managing our space portfolio. During FY 2013, we took occupancy of two bays in the new underground Kansas City FRC. This now makes 3 underground facilities in the Kansas City area and the 18th records center in the system. We also took occupancy of one new permanent bay in the renovated Philadelphia FRC, and we opened the new archival bay there to house records from the New York and Philadelphia archives. We decommissioned and turned back the Page Avenue and Winnebago Street facilities in St. Louis with the completion of the move into the new Archives Drive facility. We also finished the move of records into the new Denver FRC in Broomfield, and returned the old facility back to GSA. In terms of 36 CFR 1234 compliance, we completed a project to provide air-conditioning in the permanent bay in Chicago, and that facility is now fully certified as compliant. In January, the WNRC was also certified as compliant after an extensive project to pan HVAC piping and install a leak detection system.

Our Customer Relationship Management (CRM) team is working hard to cultivate new customer leads, secure and retain customers, and market core services to our customers. They coordinate their activities with records center directors and other operational staff to help ensure that projects run smoothly and that customers are satisfied. The CRM team also advises FRCP management on customer needs and industry trends to help guide the development of new services.

As the CRM team looks to expand the services we provide to our Federal customers, they always emphasize projects that align with our priorities: protecting permanent records, and records that document government accountability and citizen rights. Equally important are some of the projects they have secured, such as the numerous Fastpack projects at VA facilities cited above, and scanning projects with the Bureau of Indian Affairs, the Centers for Disease Control and Prevention, the Bureau of Land Management, and the Internal Revenue Service, as well as projects for our Records Management Consulting Services team.

In FY 2013, we weathered the storm of a disposal freeze, of major customers placing a not-to-exceed cap on their funding, and the fallout from sequestration cuts. Despite the challenges that we faced during our financial planning, the FRCP revolving fund has been able to build our cash reserves—based largely on the work that our frontline staff do every day. As of the date of this memo, our revenue has exceeded our expenses by three percent. This additional cash was critical to continue normal FRCP operations during the government shutdown. Holding and growing a cash reserve will allow us all to rest assured that we will remain strong, and that we are in a good position in case of future financial threats.

Thank you for all that you do—from our core technicians in St. Louis who serve the nation’s veterans, to the staff working in the stacks who do the real “heavy lifting,” to staff in the scanning pods who are meeting customer needs by converting hardcopy records into digital form for greater use and access, to the CRM team making sure our customers are happy with our services, to our T&D specialists making sure we take in and dispose of the right records at the right time, and to all our staff who make our system run this past year and every year. It’s a pleasure working alongside you. While our face-to-face contact has been curtailed due to travel limitations, I hope that you’ll reach out to me via ICN, phone, email, or the Better Workplace Blog so that I and the FRCP Management Team can learn more about what we’re doing right and where we need to make improvements.

Sincerely,

A handwritten signature in black ink, appearing to read "dwe", with a long horizontal flourish extending to the right.

DAVID M. WEINBERG
Director, Federal Records Centers Program



NATIONAL
ARCHIVES

Date: October 20, 2014
To: All Federal Records Centers Program Staff
From: David M. Weinberg
Subject: State of the Federal Records Centers Program—FY 2014

First things first: For 15 great years, the Federal Records Centers Program (FRCP) has operated as a revolving fund. We have been successful every year since Fiscal Year 2000 in meeting our customers' expectations, supporting the growth of our staff and our program, and carrying out the mission of the agency. Thank you all for making our business model a success. And happy anniversary!

I'm sure that you all will recall that a year ago, we all experienced the government shutdown. While most of the government was offline for those three weeks, FRC staff were on the job delivering records and records services to operating agencies and veterans and their families. Thanks for your dedication then and throughout this past year.

We can look back on FY 2014 with pride.

We had a few openings and closings. We opened our 18th FRC, and our fourth cave complex—this one in Kansas City, our third cave location in that area, joining Lee's Summit and Lenexa (and Valmeyer one state away).

We successfully closed the classified vaults at the San Bruno and Seattle FRCs. Those records were shipped to the Washington National Records Center in Suitland and eligible classified records were destroyed. The Philadelphia and Seattle FRCs also assisted with the closure of the Philadelphia Market Street and Anchorage facilities, respectively, by making space available for archival and (in the case of Anchorage) pre-archival records.

Workload statistics for FY 2014, as in previous years, show once again that the FRCP is active and vibrant, meeting customer expectations and fulfilling the highest number of service requests throughout the agency. In FY 2014, we accepted one million cubic feet in new transfers. That brings our total holdings to nearly 30 million cubic feet of records—an all time high. Disposals totalled 1.2 million cubic feet, beating last year's disposal by more than 400,000 cubic feet (thanks in part to our Transfer and Disposition teams around the country). We fulfilled seven million general reference requests and nearly one million military reference requests. Those are

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impressive workload statistics that each of you contributed to in the delivery of records services to our customers.

We added key information to the Archives and Records Centers Information System (ARCIS), enabling supervisors and staff to do their jobs better. National Transfer and Disposition (NTD) reached the 70 percent goal for having all disposal authorities in an ARCIS catalog. Upon completion, NTD will have reached the FRCP goal of having a centralized, authoritative set of online records schedules.

We delivered the second annual Agency Disposition Profile to customers in March, showing pending and past-due disposition actions and associated costs. The departments of Commerce and Labor, among others, were prompted to address their backlog of non-responsive disposals. Through these and other efforts, such as the disposal of non-textual and classified records backlogs through a new contract, the FRCP was able to destroy more records than it received in FY 2014, a critical accomplishment given the current shortage of available space.

We also successfully rolled out ARCIS Business Intelligence to all FRCs this year. Using data drawn from ARCIS and the billing system, this analytical tool allows managers and NTD to develop reports—canned or customized—to assist them in the oversight of their operations.

In social media, our new FRCP space on the Internal Collaboration Network (ICN) has taken off; it was the second highest community in the number of page visits as of July with 2,679 views. This is due in part to our efforts to promote NARA as a great place to work, with engagement from the Better Workplace bloggers, the FRCP Management Team blogs, the linking of FRC-specific pages, and contributions from everyone at NARA who commented to the various posts.

The Department of Veterans Affairs (VA) continues to work closely with us. This year, we continued to provide valuable support via our FastPack services to VA offices located in Albany (NY), Syracuse (NY), Martinsburg (WV), Louisville (KY), and Richmond (VA) using blended teams from many FRCs. VA expressed great satisfaction with the work performed by the teams and has already lined up more projects for FY2015.

We successfully closed out our three-year project for the Veterans Benefits Administration by developing a document imaging system using our Kofax scanning solution for automatic data extraction from scanned images.

At the National Personnel Records Center (NPRC) in St. Louis, we deployed dual monitors as standard operating equipment to all correspondence technicians, enabling them to view a digital image of a service request on one screen and the corresponding Case Management Reporting System (CMRS) applets on the other.

NPRC's Military Personnel Records facility deployed a new quality assurance program for its correspondence work that has led to greater standardization of work processes and improved accuracy in responses.

The Records Retrieval Branch supported the efforts of VA at reducing its backlog of claims for adjudication by responding to multiple surges in reference requests and by instituting a quality review program to enable original records loaned to VA for off-site digitization. And to better support the “one-stop shopping” concept for verification of military awards and decorations, NPRC entered into an agreement with the Department of the Navy to transfer this function and staff to NPRC.

On NPRC’s civilian side, staff have been successfully working with Office of Personnel Management (OPM) and U.S. Postal Service (USPS) teams focused on accelerating the timeline for retirement processing. These teams prioritized the retirement of requests to ensure information is received to support the scheduled retirement date.

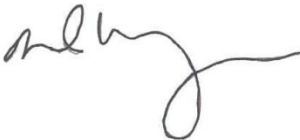
In other developments, the Customer Relationship Management team completed or is currently working on 47 projects that generated an estimated \$2 million in incremental gross revenue. Emails and positive comments we receive from customers indicate they are very pleased with the business solutions provided them through the account managers and executed by our operations team.

Looking ahead to next year, the agency is preparing for career pathing so all staff will understand their career options within the FRCP, Agency Services, or elsewhere at NARA. FRCP leadership, working with colleagues across the agency, charted out the as-is process and modeled a more streamlined process using “on-ramps” to transfer from one career path to another. More on career pathing will be presented in FY 2015.

Finally, since FY 2003, we have planned and executed the upgrade or replacement of every FRC to fully meet the standards codified in 36 CFR 1234. Doing so required huge cash reserves, including the massive amounts needed to move records from old facilities to new. That is now behind us and for the second year in a row, we have been able to maintain stable pricing in the fees we charge our customers.

I want to extend my thanks to everyone at NARA, but especially my colleagues within the FRCP, for an outstanding FY 2014. I look forward to working together with all of you in FRCP in FY 2015 to meet the needs of our customers.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Weinberg', with a long horizontal flourish extending to the right.

DAVID M. WEINBERG
Director, Federal Records Centers Program



NATIONAL ARCHIVES

Date: October 29, 2015
To: All Federal Records Centers Program Staff
From: David M. Weinberg
Subject: State of the Federal Records Centers Program—FY 2015

As we at the Federal Records Center Program (FRCP) wrap up another successful year in providing records services to Federal agencies and to veterans and their families, we can all look back with a sense of accomplishment on a job well done.

While there were many success stories in the FRCP this past year, I would like to highlight just three.

- The Department of Justice lifted the Tobacco Industry Litigation (TIL) records freeze, which paves the way for the disposal of up to two million cubic feet of records that are now eligible for disposal actions. Executing the TIL disposal, beginning with this past April's disposal cycle and continuing over the next few years, will open up much needed space in many of the FRCs.
- After peaking at 163,000 requests pending in February 2015, the National Personnel Records Center (NPRC) in St. Louis reduced its backlog of military correspondence requests by 30,000 over the next seven months. This is particularly noteworthy as the Center was challenged during the same time to staff nearly 200 positions that became vacant as a result of the transition from the student temporary employment program to full-time permanent employees.
- Finally, I am very pleased to report that we made solid progress, for the very first time, in our Employee Viewpoint Survey (EVS) scores. The FRCP's participation rate in the EVS increased, and our scores improved with an overall positive rating from 48.4 percent last year to 52.9 percent this year. In fact, our scores showed an increase in positive responses to every survey question except for six questions.

Workload

The FRCP continues to be the most active component within the National Archives as evidenced by our workload statistics. As in past years, this activity continued unabated, while we met customer demand and supported the business needs of our customers and the mission of the National Archives. In FY 2015, we

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accepted 940,000 cubic feet of new transfers, which brings FRCP's total holdings to 30 million cubic feet of records.

At the same time, we disposed of 1.4 million cubic feet, beating last year's disposal activity by more than 200,000 cubic feet. The uptick in disposals is directly related to the first waves of the TIL freeze lift now being processed. We provided responses to an impressive 7.8 million general reference requests and 1.1 million military reference requests.

Employee Engagement

From our Better Workplace Teams to the ICN bloggers, staff throughout the organization jumped in to make NARA a great place to work. Many participated in the planning and the implementation of workplace improvements, team building, and FRCP sessions and training. These activities and more resulted in creating a better work environment, developing skills, and enhancing team cohesion.

In FY 2015, we implemented a grassroots methodology in each center, where local staff could identify and have an ownership stake in the Top 3 initiatives that matter most to them. Each team used the 2014 EVS results as a tool to help frame the discussion and create the path forward that was captured in their Top 3 for 2015. We will continue to use this successful methodology in FY 2016. A special thank you to everyone who contributed ideas and creativity in the generation of the Top 3!

Operations

The FRCP continued to train additional agencies on the use of the Customer Portal of the Archives and Records Centers Information System (ARCIS) enabling them to transact all FRC reference and transfer requests on ARCIS. This year, 22 agencies joined, bringing our total to 69 agencies that use the Portal to transact service requests.

To improve the efficiency of agencies using ARCIS, the FRCP created and launched a series of YouTube training videos (view it at www.tinyurl.com/ARCIS-Training) for agencies instead of instructor led instruction. The Department of Labor successfully trained its offices by exclusively using this approach to instruction.

By the end of August, the FRCP continued to excel in providing timely service in two key areas—reference requests and processing the Standard Form 135, *Records Transmittal and Receipt*. The FRCP provided reference requests when promised 97.26 percent of the time, which exceeds the established PMRS goal of 95 percent, and processed more than 34,000 SF 135s within 10 days of receipt 90.4 percent of the time. Through the efforts made in 2015 to backfill vacant positions and add new positions, the FRCP is primed to improve its performance on refiles and interfiles.

The government-wide plan for destroying records eligible for disposal following the TIL lift was finalized and will run well into FY 2019. Disposal review training was piloted to help develop resources for addressing the 190,000 TIL transfers requiring review. As of the end of the fiscal year, 130,000 cubic feet of TIL-lift records were destroyed, 175,000 cubic feet are approved for destruction and 570,000 cubic feet are in disposition-generated status.

In addition, successful disposal efforts occurred in partnership with such agencies as the Internal Revenue Service, Department of Education, Bureau of Land Management and the Forest Service. Special reports and increased use in ARCIS of information using NARA standards helped improve the process of accessioning records via the annual move of permanent records.

Through a series of special projects, our records management consulting team helped nearly three dozen Federal agencies gain better control over their records. Our analysts worked with record creators and NARA stakeholders to identify important records and bring them into safekeeping. This work will ultimately allow researchers to gain access to records of racial discrimination, national park stewardship, financial regulation, and medical research, among other subjects that would not otherwise fall until NARA custody.

Finally, with the assistance and expertise of our team, agencies were able to free up office space and reduce their risk by disposing of thousands of feet of records kept past their retention periods.

NPRC

At NPRC's military facility in St. Louis, progress continued on the standardization of orientation and training for new hires in its correspondence units. A single team dedicated to the providing a 90-day period of on-the-job training to all newly hired technicians before their permanent placement in a NPRC Reference Core is greatly improving the consistency of training and positioning new staff members for long term success.

NPRC also expanded its Call Center capacity, reducing average wait times from over 11 minutes per call at the beginning of the fiscal year, to 4 minutes per call today. There are more resources assigned to NPRC's Call Center today than there have been at any other time in its history.

After a challenging first quarter, significant improvement was also made to the Center's response time metric for requests for military separation documents, the DD Form 214, *Certificate of Release or Discharge from Active Duty*. Performance improved from 89 percent serviced in ten days or less during the first quarter to 95 percent by the end of the year.

NPRC's civilian facility in Valmeyer, Illinois, responded to nearly 40,000 requests for civilian personnel records, servicing them with an average response time of 5.9 workdays. It also reconstituted its Document Conversion Unit to provide a digital conversion solution for Service Treatment Records of the United States Coast Guard.

Customer Relations Management

The FRCP continues to receive high marks in our annual customer survey conducted by our Customer Relations Management Branch. More than 93 percent of our customers felt the FRCP is responsive to their service related questions and concerns. Also 94 percent of them said the FRCP is timely in resolving service related issues. These types of scores from customers are earned because of the sheer dedication of our staff throughout the FRCP and contribute to the success of our customers.

As you know, "Connecting with Customers," one of the four goals in NARA's Strategic Plan, challenges us to continuously improve customer service. Thank you for your dedication in continuing to help us "connect with customers" and continue the positive momentum as we move forward with our customer engagement.

Looking ahead

In 2015, Operations made further process improvements to the disposal process and updated the supplement to NARA 1464, Destruction of Federal Records in the Custody of NARA Records Centers to reflect these changes. It also established the Transfer Process Re-engineering Team and began work on documenting the current transfer process as a precursor for an improved modeling process scheduled for FY 2016. Also, in FY 2016, Operations will begin the development of the standard operating procedures for the remaining functions—refile, interfile, and reference.

ARCIS will continue to evolve under agile software development practices starting with two new Customer Portal Modules to support agencies managing all their requests through the portal or through web services. The Disposition module will provide our customers a means to respond, communicate, and manage their decisions on transfers that have reached the end of their lifecycle. The new Communications module will provide the basis for managing contact information and notifications. Customers will then be notified when status changes occur related to their holdings and requests (received, needs clarification, shipped, etc.).

With the maturity of its now two-year-old Quality Assurance Program, NPRC announced plans to adjust its Career Advancement Program to eliminate the requirement for competency exercises and instead examine accuracy and productivity measures to evaluate technical competency. We are hoping to deploy the changes early in FY 2016.

The upcoming fiscal year also promises hardware and software upgrades throughout NPRC and the deployment of digital scanning equipment to improve the efficiency of accessing military records stored on microfiche. FY 2016 also promises the continuation of work with the Office of the Chief, Army Reserve, to explore the feasibility of scanning and electronically transmitting requested separation documents at NPRC to requesters.

As we look to the future, the FRCP is proposing some strategic rate adjustments to cover an increase in expenses. We are establishing a new direction when it comes to our staffing, including an emphasis on career pathing, a shift from temporary appointments to permanent hires, and new locality pay adjustments for the 753 FRCP staff in the St. Louis and Kansas City areas.

Finally, I am pleased to report that the FRCP is financially strong, with cash reserves at an all-time high. We ended FY 2015 with a modest three percent surplus, which will be used to improve ARCIS functionality, integrate scanned DD Form 214s into the NPRC correspondence process, invest in equipment, and ensure the safety of our staff at each of our records centers.

Thanks to everyone who made FY 2015 another exceptional year in the services we provide to our customers. And now, as FY 2016 begins, we look forward to new challenges and opportunities. As in the

past, we rely on the FRCP team nationwide for the best ideas on improving our services and internal operations.

Feel free to share your ideas with me via email or on the ICN.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Weinberg', with a long horizontal flourish extending to the right.

DAVID M. WEINBERG
Director, Federal Records Centers Program



Date: November 2, 2016
To: All Federal Records Centers Program Staff
From: David M. Weinberg
Subject: State of the Federal Records Centers Program—FY 2016

What another great year it has been for the Federal Records Centers Program (FRCP), the National Archives and Records Administration (NARA), and our customers.

The FRCP accomplished several major goals in FY 2016. We made great progress on the timely disposal of records formerly under the Tobacco Industry Litigation (TIL) freeze. The National Personnel Records Center (NPRC) reduced the backlog to 85,000 pending cases in the fourth quarter, meeting a major milestone in the backlog reduction plan. Great work to our nationwide Transfer and Disposition team, the entire NPRC crew, and all FRCP staff as we continue to support the NARA mission and all of our customers—both Federal agencies and our nation’s veterans and their families.

Workload

Demand for our core services has once again increased over prior years. In Fiscal Year 2016, we accepted 1.1 million cubic feet of new transfers, which brings our total holdings to 29.4 million cubic feet of records. At the same time, we disposed of 1.5 million cubic feet, beating last year’s disposal activity by almost 300,000 cubic feet. The increase in disposal activity is directly related to the lifting of the TIL freeze. FRCP staff reviewed 80,000 transfers for disposal, processed 34,000 new transfers, accessioned 6,000 permanent transfers (79,000 cubic feet) as part of the Annual Move, and reviewed 9,700 transfers for possible accessioning in FY 2017.

We also provided responses to an impressive 7.9 million general reference requests and more than 1.2 million military and civilian reference requests.

Employee Engagement

I am especially proud of our continued progress in employee engagement. Each of the FRCs and the NPRC components focused for a second year on their self-identified top three initiatives that matter most. Since we began our employee-driven “top three” focus, our Employee Viewpoint Survey (EVS) scores have shown a steady improvement. The first year, our scores increased by an impressive 4.4 percent overall, and last year they increased another 7.5 percent. We’re on the right track and building momentum.

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Many staff members are involved in making the FRCP a great place to work. Staff have joined local and national committees that contribute to creating a better workplace. Spanning safety issues, process enhancements, social activities, and health and wellness, staff have stepped up to improve their workplace by addressing topics that are specific to their location. The teamwork throughout the program is evident in our EVS results.

Equally gratifying is the excellent work done by our Better Workplace Bloggers on the Internal Collaboration Network (ICN). This team was recognized this year with an Archivist's Award for its focus on spreading the "good news" of the FRCP. The team shared information on Better Workplace initiatives in their FRCs, interviewed senior NARA leaders to get their input on the work of the FRCP, and shared best practices among the FRCs.

Operations

The TIL freeze lift project continued to be a high priority this year and the National Transfer & Disposition Team (NTD) played a significant role in planning and executing the lift. The TIL freeze was first applied in 1999 when the United States Department of Justice (DOJ) sued several major tobacco companies for fraudulent and unlawful conduct and reimbursement of tobacco-related medical expenses. The freeze was finally lifted on December 31, 2015.

Although the TIL freeze lift effort will not be finished for most agencies until the summer of 2018, the FRCs have already addressed 75 percent of the 2.2 million cubic feet of records immediately eligible for disposal by issuing disposal notices for more than 70,000 transfers since April 2015, which is a major accomplishment. Thanks to the occupancy of two new bays in the caves at the Kansas City FRC and our disposal actions, the FRCP has more than three million cubic feet of available space (10 percent space availability) after dropping below the critical five percent availability threshold in 2015.

The NTD also coordinated 55 records freezes that were either lifted, revised, or established this year. With support from the staff of the Office of the Chief Records Officer (AC), NTD reviewed 482 draft or final records schedules. This resulted in the execution of 87 mass data changes that were incorporated into the Archives and Records Center Information System (ARCIS) holdings data. They also provided direct assistance to several FRCs to review transfers for potential disposal. It truly was a team effort this year!

The FRCP continued to move forward with improving ARCIS for NARA and agency customer users. By the end of the fiscal year, more than 70 agency customers began using the ARCIS portal 2.0. This development will save the FRCP thousands of staff hours that would have been spent on entering transactional data into ARCIS and managing user accounts.

In addition, we developed three new ARCIS enhancements that will improve the customer experience and internal operations this year. First, the new Disposition module will streamline the disposition process by providing our agency customers with portal access to review and approve disposition notifications. Second, the Customer Communication module will allow customers and FRC staff to receive and send manual and/or automatic communications about transaction status changes. And finally, ARCIS is now capable of receiving transactions directly from customer records management systems without any manual data entry. In FY 2017, select agencies will pilot these new features before final versions are deployed to all customers.

In FY 2016, the Records Management Consulting Services team carried out two dozen projects to help agencies address the challenges facing their records management programs. We inventoried records, drafted new disposition schedules, and advised agencies how to maintain their active records. We helped

agencies meet the goals of the Managing Government Records Directive, updating their business practices so they maintain more reliable electronic records. Our work also enabled NARA to gain control over permanent records that were still in agency custody, improving public access to nearly 300 feet of records about the USS Monitor, a Civil War ironclad ship.

In FY 2016, the FRCP greatly increased our scanning capacity. We deployed new high-speed and specialty scanners across our Document Conversion Units (DCU), giving the FRCP the ability to digitize microfilm, microfiche, bound volumes, and oversize material at multiple locations. We continued long-term projects to digitize historically-significant records for the National Park Service, the Bureau of Land Management, the Internal Revenue Service, and others. Of significance, NARA has begun to accession the National Register of Historic Places and Landmarks case files that our Fort Worth and Riverside DCUs have digitized. So far the Arkansas, Illinois, Michigan, and Texas records have been made available for researchers through NARA's online catalog, with more to come. The Valmeyer DCU achieved a better than expected cycle time and a high quality review rate on its U.S. Coast Guard Service Treatment Records project.

NPRC

At the end of February 2016, the volume of military correspondence cases pending action by NPRC stood at more than 150,000 requests. Over the next seven months, NPRC made significant progress in reducing the backlog by more than 65,000 requests, ending the year with 85,000 pending. The entire workforce, including Valmeyer staff and St. Louis Research Services staff, provided significant support to the effort. As a result of the backlog reduction that was achieved, NPRC customers realized much improved response times. Throughout the entire fiscal year, requests for separation documents (i.e., DD Form 214) were consistently serviced in ten days or less. Response times on other requests also improved, from an average of 55 work days in March to under 30 days by the end of the fiscal year. The Center is well positioned for further improvement in FY 2017.

In addition to the backlog reduction efforts, NPRC staff also planned and executed its first ever Congressional Open House. More than 60 congressional staffers from across the United States visited the Center in person and learned more about our programs and how they can benefit constituents.

NPRC also upgraded several administrative systems, including office automation software to Microsoft Office 2013, CMRS-configured web browser to Internet Explorer 11, and production-supporting data warehouse, eAnalytics, to Business Intelligence version 11G. All were significant efforts that required careful planning, preparation, and testing to minimize the disruption to daily workflow.

NPRC also implemented changes to the Career Advancement Program to facilitate promotion of staff. NPRC leadership developed and began execution of the aggressive career pathing effort, which resulted in more than 365 staff members being promoted during the fiscal year.

Customer Relations Management

The FRCP continued directly engaging our customers through the Customer Account Manager Team. Not only did the team ensure we had the appropriate funding and agreements in place for storage, service, and projects, but their hands on approach with "customer care" has been an important tool in meeting one of NARA's Strategic Goals--A Customer Focused Organization. Likewise, the customer service provided by FRCP staff throughout the system has been key to their success.

The FRCP has received many letters of accolades from our customers about their positive interaction with our staff this year. The following are a few typical examples of those customer comments:

- Sarah Bussell of the IRS complimented the great service Alicia Jones at the Kingsridge FRC provided when she was seeking a missing document: “AJ definitely goes out of her way and takes the extra mile to help us out”.
- NPRC Core 2 Expert Technician Rita Cann was recognized by a Forensic Odontologist with the National Missing and Unidentified Persons System after Rita furnished military dental records that supported the identification of a veteran who went missing in 2010. . . “I just wanted to again let you know how valuable your services and the services of the National Archives have been to our work. I think this makes the eighth case we have identified in the past two years.”
- George Leong, the District 21 Records Manager for the U.S. Citizenship and Immigration Services thanked the entire staff at the San Bruno FRC for “ultra-quick assistance last week pulling the files for us. There was an urgent need to get the information from the files and your contributions were essential.”
- Yeo Chang from the Army Family Advocacy Program in Korea wrote to recognize Carol Brooks and her colleagues at the NPRC-CPR for their outstanding support to her office. “When I reached out to Ms. Brooks several months ago about transferring our records to the NPRC, she was awesome! She replied to all my email inquiries right away and willingly took time to explain to me the procedures step by step. Thank you, Ms. Brooks, and thank you NARA for having such an awesome employee”.

It is always gratifying to receive unsolicited thanks for excellent service. I want to thank you for recognizing the vital role of customer service and your dedication in continuing to assist us to "connect with customers." During the past year, new and updated marketing materials have been developed with details of the new and ongoing services that the FRCP provides to our customers. Those materials will be rolled out during FY 2017. A new FRC toolkit is in the final stages of development and will also be rolled out during FY 2017 as well.

We are planning a refresh of our website and social media tools in the new fiscal year to make the site more appealing to customers and help them find the information they need easily.

Looking Ahead

In FY 2017, the FRCP plans to: roll out the new ARCIS disposal and communication modules, issue the Annual Disposition Profile, and continue disposing records previously under the TIL and other freezes. We also plan to deploy a new DCU at the Lenexa FRC, establish process re-engineering teams to develop SOPs for reference and refile/interfile activities, and assist agencies via FastPack and records management consulting services.

NPRC plans to deploy fiche scanning technology to better support the reference process, upgrade CMRS to a browser independent platform, and deploy optical character recognition technology to support the incoming mail process. NPRC, is planning to continue career pathing activities aimed at providing upward mobility opportunities for the workforce, so supervisors can better support their direct reports.

I am pleased to report that the FRCP continues to be financially strong, with cash reserves at an all-time high. This allows us to be nimble in response to space planning, to execute upgrades for CMRS and

ARCIS, and to improve the working conditions for our staff, both in and out of the stacks. We ended the fiscal year with a 3.6 percent profit, close to the maximum allowed by our enabling legislation. This is a testament to the hard work and dedication of all the staff in our records centers.

As we look to the future, the Archivist has approved our proposed FY 2017 rate schedule, which did not increase our prices above our FY 2016 levels. Our customers depend on our accurate, timely, and reliable services, as well as the financial stability that our partnerships allow. While our FY 2017 budget includes a near break-even bottom line, our perseverance in delivering customer orders will continue to win over customers throughout the FRCP.

Again, my sincere thanks to each and every FRCP staff member. Your collective efforts continue to make the FRCP and NARA a valued and unique resource to our customers.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Weinberg", with a long horizontal flourish extending to the right.

DAVID M. WEINBERG
Director, Federal Records Centers Program