



*National Archives and Records Administration*

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REPORT ON ALTERNATIVE MODELS

FOR

PRESIDENTIAL LIBRARIES

ISSUED IN RESPONSE TO THE REQUIREMENTS OF

PL 110-404

*SEPTEMBER 25, 2009*

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## OVERVIEW

The Presidential Historical Records Preservation Act of 2008 [PL 110-404] requires that the Archivist of the United States submit to Congress a report on alternative models for Presidential archival depositories that:

- Reduces the financial burden on the Federal Government,
- Improves the preservation of Presidential records, and
- Reduces the delay in public access to all Presidential records.

In preparing this report, NARA explored a range of issues relating to Presidential Libraries. This report will provide an overview of the history of the Library system and the statutory and other legal frameworks which govern Presidential Library operations. This context will inform the discussion of proposed alternative models for a Presidential Library that might reduce the financial burden to the Government and improve preservation and public access to Presidential records. In addressing the requirements of the Act, it should be noted that there is a tension among the three charges. Alternative models for a Presidential Library that reduce the Government's financial burden may not necessarily result in better preservation or quicker public access to Presidential records. Likewise, improvements in both of these areas could result in increased costs to the Federal Government. The models proposed in the report have tried to consider and balance this tension.

To fulfill the 2008 Act's mandate, NARA undertook an internal review of the current Presidential Library system, its programs, associated costs, and alternatives for the future of the system. NARA requested input on its web site for suggestions for the development of alternative models for a Presidential Library, and received over 100 comments.

The complexity of this assignment is illustrated by a brief look at the broad array of strong opinions NARA received on the Presidential Library system. Many comments were supportive of the current Presidential Library system and its programs. Some comments called for centralization of the Presidential Library system and/or digitization of all Presidential records.

Others favored centralization of key functions such as declassification, while still others were supportive of the importance of maintaining the regional diversity of the current system. Some comments were supportive of the Presidential museums while others called for their privatization or elimination. Further comments stressed the importance of maintaining the right to make Freedom of Information Act (FOIA) requests five years after the President leaves office as a right of requesting Presidential records.

A detailed summary of the external comments is located in Appendix A.

The 2008 Presidential Historical Records Preservation Act has tasked us with envisioning new ideas for funding, preserving, and making Presidential records available more quickly. Based on NARA's internal review, including reflecting on the evolution of the Presidential library system and the external comments received from individuals and organizations, this report will explore five specific alternatives.

***Model 1:*** The current model (in which both the archival depository and museum are donated to NARA by the Library Foundation), with revisions to the endowment calculation that would require an endowment based on the total size of the building. This model also explores a new basis for the charter between NARA and the Library Foundations.

***Model 2:*** The Presidential archival depository leased by the Government, with a separate Museum managed by the Foundation.

***Model 3:*** The Presidential archival depository donated to NARA by the Foundation, a university, or other non-Federal entity, with a separate Museum managed by the Foundation.

***Model 4:*** A centralized Presidential archival depository funded and managed by NARA, with no museum. Presidential Foundations may build and manage their own museums in a location of their choice.

**Model 5:** A centralized Presidential archival depository funded and managed by NARA and a Museum of the Presidency built and staffed by NARA. Private funds through a separate Foundation or through other fund-raising would be required to build and sustain the exhibits and the educational and public programs of the Museum.

We also considered an option that would place a Presidential collection in a currently existing NARA regional facility. However, because the geographic area from which future Presidents will come is unpredictable, it is impossible to determine which regional facilities would, in the future, house Presidential collections. While NARA believes that the size of the textual collections of future presidential administrations will decline, textual holdings will nonetheless remain substantial and therefore continue to require a significant amount of space at any future archival depository. A sizeable archival staff is required to process the textual and electronic records, which would require extensive changes to the infrastructure of the regional facility or even necessitate its relocation. Further infrastructure changes would be needed to house both the artifact holdings, which require customized stack configurations and special shelving and cabinets, and the secure compartmented information facilities, known as SCIFs, for classified records. The cost of making these infrastructure changes to an existing regional archives facility or moving to a larger facility proved too costly and too unpredictable for this to be a viable option for further study.

In proposing these five models, we are aware that the paradigm shift to preserving and making accessible electronic records is still in its infancy. In fact, President Obama's reliance on technology to conduct his everyday business, and his administration's focus on the use of Web 2.0 and social networking technologies to promote Americans' involvement in the governing process creates a challenge not yet met by NARA or the rest of government, both in implementation of his directives and in the management of the electronic records created through these initiatives. In addition, predicting what the storage requirements for Presidential records will be in the next 50 years is not yet possible. Finally, initial digitization projects undertaken by NARA have demonstrated the intensive cost in time and resources required to create, store, retrieve, and make accessible digital surrogates via the web. It is clear that management of electronic records is a process different from creation and management of digital surrogates, both

of which are crucial to the success of any future model of a Presidential Library. Adequate infrastructure is critical to the future management of Presidential records.

Whether the current model or a variation remains or whether, in the future, Presidential records are retained in depositories that are very different from the Presidential Libraries we now have does not alter NARA's primary mission of preserving and providing access to Presidential records. Regardless of the ultimate outcome, an open and transparent discussion of Presidential Libraries and their futures serves everyone – the President and former Presidents, NARA, its stakeholders, and the American people.

### **A BRIEF HISTORY OF PRESIDENTIAL LIBRARIES**

Seventy years ago, only five years after the establishment of the National Archives, Franklin D. Roosevelt proposed creating the first Presidential Library to house the Presidential papers and gifts accumulated during his administration. He wanted this Library to be a part of the National Archives, an institution he had nurtured from its establishment in 1934. He created a private foundation to raise funds for the construction of the Library building, which was then donated to the National Archives for operation as a Federal facility. On June 30, 1941, as the war in Europe threatened democracy, Roosevelt dedicated his Library at Hyde Park to the benefit of “future generations” who would use the records of his presidency. His words of dedication remain important today:

To bring together the records of the past and to house them in buildings where they will be preserved for the use of men and women in the future, a Nation must believe in three things.

It must believe in the past.

It must believe in the future.

It must, above all, believe in the capacity of its own people so to learn from the past that they can gain judgment in creating their own future.

With its extensive collection of Roosevelt historical materials available to researchers and its museum experience for the general public, the Roosevelt Library, including its public/private partnership, established the current model for the Presidential Library system.

By the early 1950s, with President Truman planning a Library and President Eisenhower clearly intending to do so, Congress codified the model in the Presidential Libraries Act of 1955. The Act outlined the legal authority of the Archivist of the United States to accept the gift of a Presidential archival depository. The legislation had full bipartisan support and was hailed by scholars and educators for formalizing an approach to caring for and making available the records of a President and his Administration. Fundamental to the Act was the public/private partnership. The Truman Institute, established for the purpose of constructing the Truman Library, became the model for future foundations in its support of research grants and conferences. To this day, the Truman Institute remains true to its original mission of supporting exhibits and Library programs, including the White House Decision Center, an immersive education experience that teaches critical thinking skills by having students confront the same decisions faced by President Truman.

The Presidential Libraries Act also authorized the Archivist of the United States to collect certain fees for the benefit of the Library and deposit the fees in a Trust Fund to help defray operating costs. Clearly Congress recognized even then the need for additional revenue sources. The Act provided flexibility for the Archivist to enter into agreements with state or political subdivisions, universities or institutions of higher learner, and institutes or foundations for the purposes of “utilizing land, buildings, and equipment for a Presidential Archival Depository.” The model was not static but dynamic in its development. It enabled a President and the National Archives to develop a Library with new partners and to pursue a broader mission to educate and inform the public about the President and his life and times.

The Presidential Library System as we know it today (now consisting of thirteen Libraries) has certainly evolved from its simple beginnings. Early on, a President usually located his Library in his hometown. Today, Libraries are most often located in places more associated with his adult life or career. Affiliation with a university has become common. The public/private partnership has at times expanded to include third and fourth parties - universities and communities - involved in some measure with the advancement of the Library’s mission and role. The number and complexity of programs and exhibits and the synergy of multiple Libraries documenting Presidents and American history has resulted in system-wide projects. Conferences on the Vietnam War, the Supreme Court, and the Nuclear Age along with the on-line Presidential

Timeline, which brings together on one website the documents, images, and recordings of the Presidency are examples of this new synergy. As historian David McCullough said addressing an audience at the 50<sup>th</sup> Anniversary of the Truman Library in June of 2007:

Don't ever think our Presidential Libraries aren't worth everything that has been put into them, and then some, and the fact that they are spreading out to so many different locales in the country is wonderful. It's bringing history out into every part of our nation and that is very important for the education of our children and our grandchildren.

As cultural and educational institutions, the Libraries make unique and vital contributions to communities across the nation. They have unparalleled research collections which, when combined with a public museum and public programs, provide researchers, students, and the general public a rich opportunity for understanding individual Presidents, the historical context of the times in which they lived and served, and the nature of the American Presidency. The Libraries also provide forums where scholars and citizens across the nation interact, ponder, and discuss the highest actions of our Federal Government, and consider issues both domestic and global in scope. Presidential Libraries represent less than 16% of NARA's budget yet account for 63% of visitors to the National Archives. Outreach opportunities provided through the Libraries could be lost if future Presidential Libraries are not built in local communities across the country.

Presidential Libraries can foster civic life in their communities. For example, the Clinton Library helped provide the catalyst for the re-birth of downtown Little Rock. For more than 50 years, the Eisenhower Library has been a center of community life in Abilene, Kansas. These two Libraries are illustrative of the benefits that they, and the eleven other Libraries, bring to the community, to their students, and to citizens. Furthermore, through the strength of the public-private partnership, both NARA and the Foundations provide resources for diverse exhibits and public programs that reach people across the country. Highlights of these programs are provided in the following table.

### **Examples of the Diversity of Presidential Library Exhibits and Public Programs**

- National Issue Forums hosted by all Presidential Libraries allow local citizens to discuss complex issues such as the cost of health care, energy, and the economy.
- The Abraham Lincoln exhibit at the Ford Museum shattered attendance records, and received wide media coverage. The exhibit was accompanied by numerous programs featuring Lincoln scholars and special events targeting school children.
- A civil rights symposium in 2007 sponsored by the Clinton and Eisenhower Presidential Libraries brought together scholars in history, law, and education to discuss the integration of Little Rock Central High School and its impact on national civil rights. Students from Abilene High School and Little Rock's Central High School engaged in a role-playing exercise and discussions reprising the events of that dramatic time.
- Experiential educational programs such as the Truman Library's White House Decision Center, the Eisenhower Library's Five Star Leader Program, and the Reagan Library Air Force One Discovery Center all challenge students in role-playing exercises related to Presidential decisions. These programs reach students grades 5-12, as well as college students, and adults, and fully immerse participants in key Presidential decisions such as desegregating the military, dropping the atomic bomb, and military invasions.
- Speaker series and special conferences hosted by the Presidential Libraries explore historical topics as seen by key historical figures, such as Madeleine Albright, Kofi Annan, Tom Brokaw, Ken Burns, Doris Kearns Goodwin, Henry Kissinger, Barack Obama, Sandra Day O'Connor, Nancy Pelosi, Condoleezza Rice, John Roberts, Karl Rove, Maria Shriver, and Theodore Sorenson.
- Special exhibits feature pivotal and rare documents often not seen outside of the Washington, DC, area, including the Magna Carta at the Reagan Library and the Emancipation Proclamation at the Clinton Library.
- Library programs promote civic literacy. The Kennedy Library's National Student/Parent Mock Election program during election years has allowed 75,000 students all over Massachusetts to analyze party positions on diverse issues and pose their questions to party representatives during presidential, gubernatorial, and senatorial elections. Over the last thirteen years, the Hoover Library has had up to 30,000 students participate annually in interactive live virtual conferences featuring videos, artifacts, and original documents. Notably, schools located outside of driving distance or schools that cannot afford bus fare are able to experience Library offerings through this program.

## **CURRENT GOVERNING APPLICABLE STATUTES FOR PRESIDENTIAL HOLDINGS AND LIBRARIES**

The two key statutes dealing with Presidential Libraries are the Presidential Libraries Act (PLA), 44 U.S.C. §§ 2111 and 2112, and its subsequent amendments, and the Presidential Records Act (PRA), 44 U.S.C. §§ 2201-2207. The PLA primarily deals with the facility and the endowment provisions for establishing new Presidential Libraries. The alternative models discussed below will suggest changes to the PLA that could reduce future costs for maintaining the Libraries. The Presidential Records Act specifies the access framework for Presidential Records. (We refer to Libraries that hold Presidential records as “PRA Libraries.” Libraries established before Government ownership of Presidential records are referred to as “Deed of Gift” Libraries.) The alternative models will also include suggested changes to the PRA that could help to open Presidential records more quickly.

### **The Presidential Libraries Act**

As noted above, Congress passed the Presidential Libraries Act in 1955 to codify the means by which the Archivist could accept a Presidential archival depository on behalf of the United States. By the early 1980s, Congress had become concerned about the size and costs of Presidential Libraries. The Senate Subcommittee on Treasury, Postal Service, and General Government, under the chairmanship of Senator Lawton Chiles, proposed new legislation to amend the Presidential Libraries Act of 1955. The resulting Presidential Libraries Act of 1986 includes the following key points:

1. A requirement for the Archivist to promulgate architectural and design standards applicable to Presidential archival depositories in order to ensure that such depositories preserve Presidential records and contain adequate research facilities;
2. The requirement that the donor of a Presidential archival depository must provide an endowment equal to 20% of the cost of the facility, land, or other improvements for the purpose of offsetting Library operations and maintenance costs (not program costs) for facilities up to 70,000 square feet. The endowment would increase dramatically if the Library exceeded 70,000 square feet, ultimately reaching 100% of the cost of the facility.

By effectively limiting Libraries to 70,000 square feet or less, the endowment provision failed to distinguish between the space requirements necessary for a two, versus a one, term President or to allow now for the needed growth of space for a larger staff, as electronic records have greatly increased the size and complexity of Presidential records holdings. Later legislation passed in 2003 increased the endowment provision first to 40% (not to go into effect until the President after George W. Bush) while also providing opportunities to reduce the endowment through credits for construction features or equipment that would result in long-term savings to the Government. The endowment requirement was changed again in 2008 to 60% of the cost of a facility up to 70,000 square feet and it too will not affect the George W. Bush Library.

The 20% endowment provision first applied to the George H. W. Bush Library in 1997. Prior to the acceptance of the Library by the National Archives, the Bush Foundation provided to the National Archives an endowment totaling \$4,000,000. In 2004, the Clinton Foundation provided an endowment of \$7,200,000 which represented 20% of the \$32,000,000 cost of NARA's portion of the Library. These endowments have been based on the cost of the usable square footage transferred to NARA's control. The 60% endowment provision will first apply to a Barack Obama Library. As required by the statute, NARA uses the income to offset facility operations and maintenance costs.

The Archivist also promulgated the required architecture and design standards for Presidential Libraries. The first comprehensive draft was not completed until 1999. Previous versions had essentially been a program document with some technical data related to environmental conditions for holdings storage areas. The standards have now grown to include detailed technical specifications for HVAC systems, security infrastructure, and shelving. The Clinton Library was built to these new, more detailed standards. The latest version of the updated standards was promulgated in May 2008. When renovating existing Libraries, the standards are applied to the fullest extent technically possible in existing buildings.

### **The Presidential Records Act**

The other main statutory authority dealing with Presidential Library holdings is the Presidential Records Act (PRA) of 1978. Throughout the 18<sup>th</sup>, 19<sup>th</sup>, and well into the 20<sup>th</sup> century, few

questions were raised regarding the private ownership of Presidential papers by the President (just as the official papers of each Member of Congress and Supreme Court Justice remain privately owned to this day). Former Presidents could donate them to a library or archives, or not, as they saw fit. Fortunately, the Library of Congress undertook major collecting efforts, saving many Presidential papers (see Appendix B for the location of Presidential Papers from Washington to Bush 43). On the other hand, many were accidentally or purposely destroyed. As initiated by Franklin Roosevelt, the precedent of donating Presidential papers to the Government worked very well. Although the Presidential Libraries Act, which established the Libraries, did not mandate that Presidents systematically preserve their Presidential papers, the legislation assured a President who donated his materials to the National Archives that the integrity of a Presidential collection would be preserved in one place, and that the papers would be cared for by a professional archival staff and made available for research and study. A deed of gift for the President's papers was a pre-condition for the acceptance of a Presidential Library by the Government.

President Richard Nixon's resignation in 1974 prompted an examination of the tradition of private ownership of Presidential papers. That year Congress enacted the Presidential Recordings and Materials Preservation Act (PRMPA), which seized the Nixon Presidential materials and gave the National Archives legal custody and control over them. Title II of the PRMPA established the National Study Commission on Records and Documents of Federal Officials to explore topics of ownership, control, disposition, and preservation of historic materials created by Government officials. The report of the Commission, completed in March 1977, made two key recommendations:

1. All documentary materials received or made by Federal Officials in discharge of their official duties should be considered the property of the United States.
2. Presidents should be given additional rights to control access to their Presidential records up to 15 years after the end of their administration. (Congress changed this to 12 years in the subsequently enacted PRA legislation.)

In 1978, Congress acted on the report and passed the PRA, which clearly established public ownership of the official records of a President upon their creation. The PRA further established

that immediately upon the conclusion of a President's tenure, the legal custody of Presidential records would be transferred to the National Archives. Government archivists would then be responsible for preserving, processing, and providing access to the records. Although NARA's process for providing access to donated historical materials and the process for providing access to Presidential records under the PRA varies somewhat in implementation because of the statutory and regulatory requirements, the mission of the Government staff in each Library is the same – to preserve and process the materials and provide access as fully and promptly as the law or deed and resources permit.

### **Basic Legal Authorities for Presidential Gifts**

Besides large collections of papers and records of the President and others associated with him, each Presidential Library also houses tens of thousands of artifacts and gifts given to the President. There are several statutory authorities dealing with Presidential gifts.

Head of State and other foreign official gifts are regulated under the Foreign Gifts and Decorations Act, 22 U.S.C. 26, upon their receipt by the President. These foreign official gifts along with the gifts received by the President from private citizens for eventual deposit in his Presidential Library are received under the provision of the Archivist's receivable authority (44 U.S.C. 2111 and 2112). Some of these gifts are also received as Presidential records (44 U.S.C. 2201). These gift collections have become a key part of the holdings of the Presidential Library and Museum and are used in museum exhibits to bring the Presidency to life.

### **THE CURRENT MODEL FOR THE PRESIDENTIAL LIBRARY SYSTEM**

Though no President is required to establish a Presidential Library, each President from Herbert Hoover through George W. Bush has embraced the model first established by Franklin D. Roosevelt. In order to understand the proposed alternative models, it is essential to consider current Library funding sources, ongoing preservation efforts, and access to Presidential papers and records in the current Library system.

### **Current Funding Sources for the Presidential Libraries**

Presidential Libraries rely upon multiple funding sources:

1. **Base Appropriations:** Funds appropriated by Congress for the operation of NARA that provide for staffing, administration, security, upkeep, maintenance, and renovation projects at the Presidential Libraries.
2. **Trust Fund Revenue:** Funds generated through museum admission fees, museum store sales, and duplication fees provide for admissions staff and help support exhibit-related and public programming expenses.
3. **Gift Funds:** Funds donated to a Library, usually for specific projects or programs.
4. **Endowments:** Funds required through the Presidential Libraries Act of 1986, as amended, offset a portion of the Library's operations and maintenance costs.
5. **Foundation Funds:** Funds provided by a Library support organization for programming, exhibits, staff, or special projects. These funds may be provided by the Foundation annually based on the Library's budget request, awarded on a project-by-project basis, or expended directly by the Foundation for the support of the Library. These funds may also be used to support staff performing governmental functions and library renovation projects.

### **Base Appropriations – FY 2008 Cost for Operating Presidential Libraries**

The cost of operating the Presidential Library system in FY 2008 was \$63,944,800 in NARA's base appropriation. This amount included funding for operating expenses, salaries and benefits, security, operations and maintenance, and facility-related repairs or other infrastructure needs. The overall number includes not only the monies budgeted for each Library, but also funding for the Office of Presidential Libraries and the Presidential Materials Staff, as well as the new George W. Bush Temporary Library Site. In FY 2008, Congress also provided special appropriations for the following Libraries: Roosevelt Library, \$750,000; Kennedy Library, \$8 million; Johnson Library, \$3.76 million; and the Nixon Library \$7.432 million. The following chart provides an overview of funding for each of the Presidential Libraries and the Central Office overseeing the Libraries.

<b>FY 2008 PRESIDENTIAL LIBRARY ACTUAL COSTS</b>					
	O&M (Including Security)	Program Including Salary	Minor R&R	Major R&R <sup>1</sup>	<b>Total</b>
Hoover	899,000	1,269,800	21,200	20,900	<b>2,210,900</b>
Roosevelt	2,847,300	1,597,800	55,300	378,000	<b>4,878,400</b>
Truman	1,969,200	1,879,600	36,200	342,400	<b>4,227,400</b>
Eisenhower	1,159,600	2,004,800	23,900	180,900	<b>3,369,200</b>
Kennedy	3,846,600	2,206,100	14,200	1,600	<b>6,068,500</b>
Johnson	2,880,600	2,159,200	900	3,000	<b>5,043,700</b>
Nixon <sup>2</sup>	1,513,100	2,298,600	10,600	47,300	<b>3,869,600</b>
Ford	1,973,800	1,874,200	38,300	181,500	<b>4,067,800</b>
Carter	1,578,500	2,941,900	24,800	422,200	<b>4,967,400</b>
Reagan	3,082,000	2,013,600	57,800	273,700	<b>5,427,100</b>
Bush 41	2,595,500 <sup>3</sup>	1,662,500	12,700	900	<b>4,271,600</b>
Clinton	2,261,700 <sup>4</sup>	1,936,200	7,700	132,800	<b>4,438,400</b>
Bush 43 <sup>5</sup>	460,600	3,086,200	0	0	<b>3,546,800</b>
Central Office <sup>6</sup>	0	4,606,200	0	0	<b>4,606,200</b>
Presidential Materials Staff <sup>7</sup>	0	1,404,500	0	0	<b>1,404,500</b>
Nixon Presidential Materials Staff <sup>8</sup>	0	1,547,300	0	0	<b>1,547,300</b>
<b>Totals</b>	<b>26,706,900</b>	<b>34,488,500</b>	<b>303,600</b>	<b>1,985,200</b>	<b>63,944,800</b>

<sup>1</sup> Represents Major R&R from NARA base appropriations, not restricted appropriations for major projects.

<sup>2</sup> The addition of the Nixon textual holdings storage addition will result in an increase to O&M costs.

<sup>3</sup> Reflects \$248,122 generated by the endowment required by the PLA for operating costs.

<sup>4</sup> Reflects \$383,477 generated by the endowment required by the PLA for operating costs.

<sup>5</sup> Represents George W. Bush Library guard services, not included in total. In FY 2008, NARA only paid for one month of security guard services. That is why this security contract amount is not reflected in the total.

<sup>6</sup> O&M and R&R costs for the Office of Presidential Libraries (central office) in College Park, MD are not calculated separately from the cost of operations for NARA's facilities in Washington, DC, and College Park.

<sup>7</sup> O&M and R&R costs for the Presidential Materials Staff in Washington, DC, are not calculated separately from the cost of operations for NARA's facilities in Washington, DC, and College Park, MD.

<sup>8</sup> Until the completion of the archival storage addition at the Nixon Library in Yorba Linda, CA, NARA continues to maintain space in College Park, MD for Nixon records and staff. O&M and R&R costs for the Nixon staff are not calculated separately from the cost of operations for NARA's facilities in Washington, DC, and College Park, MD.

Repair and renovation funds within NARA's base appropriation provide for ongoing upkeep and maintenance of Presidential Libraries; support projects aimed at bringing older Libraries as closely as possible into compliance with NARA standards; and offer opportunities to reduce operating costs through the addition of more efficient building systems. NARA has undertaken a series of building condition reports (BCR) for each Library to identify necessary repairs and improvements and to provide a basis for prioritizing Library projects.

### **Development of Capital Improvement Plans**

In 2006, NARA recognized the need to identify immediate and long-term repair and renovation projects and developed a Capital Improvement Plan for projects over \$1,500,000. A plan was also required through the Presidential Historical Preservations Act of 2008. Renovations, additions, or other capital projects can provide NARA with opportunities to create more secure, environmentally appropriate spaces for holdings and to address infrastructure needs that inevitably arise as facilities age. The Capital Improvement Plan is an incremental approach that enables NARA to address major projects in a systematic fashion within the context of overall agency needs. Major capital projects currently underway include the renovation of the Roosevelt Library (Phase 1, \$17,500,000) and construction of an addition at the Kennedy Library (Phase 1 and 2, \$30,000,000) to increase holdings storage capacity and provide education programming space. Currently, a new storage addition is under construction at the Nixon Library to house holdings now stored in College Park, MD. Major improvements to the Johnson Library plaza and education and public programming space are also underway with expected completion in 2010. NARA's Capital Improvement Plan prioritizes a series of potential major renovation and repair projects for Libraries through 2018 that are outlined in the list below:

#### **NARA Capital Improvements Plan Projects: First Tier Projects**

Roosevelt Library Renovation Construction, Phase 2

### **NARA Capital Improvements Plan Projects: Second Tier Projects**

Eisenhower Center Renovations and Visitor Center Expansion (Design)

Johnson Library Space Alteration (Design)

Ford Library Roof Replacement

### **NARA Capital Improvements Plan: Third Tier Projects**

Eisenhower Center Renovations and Visitor Center Expansion (Construction Phase 1)

Johnson Library Space Alterations (Construction)

Ford Museum Roof Replacement

Hoover Library Mechanical Repairs and Building Renovations (Construction)

NARA also incorporates new Federal mandates for the reduction of energy consumption when constructing and improving facilities. Better designed and renovated facilities and more efficient equipment do result in savings. The architectural and design standards for Presidential Libraries require new Libraries to meet LEED<sup>9</sup> silver standards. Systematic renovations, repairs, and maintenance of equipment and building systems will ultimately result in long-term savings in operating Presidential Libraries.

### **Foundation Support**

Foundation support has been critical to the operation of the Libraries since their inception. When adjusted for inflation, the National Archives has received almost \$400,000,000 in new facilities and equipment paid for by non-Federal funds.<sup>10</sup> NARA has also received additional non-Federal funds through Foundation contributions and gifts for the purposes of updating permanent exhibits, adding additional program space, and supporting staff to undertake public outreach efforts as well

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<sup>9</sup> Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ encourages sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria.

<sup>10</sup> An inflation factor based on the Consumer Price Index inflation calculator was applied to original Library costs from dedication date through 2008.

as core mission activities. This support varies from year to year but ranges from less than \$100,000 to several million dollars in direct and indirect contributions to each Library by their foundation.

The need for private funding to enhance government support for library programs was felt early on. The Truman Library Institute began raising money to support scholars visiting the Library as soon as it opened in 1957, and former President Truman frequently turned over his modest honoraria for lectures to the Institute. In 1958, the Institute secured its first major grant from the Rockefeller Foundation in the amount of \$48,700. However, funding support for exhibits and public programs was limited or non-existent since the resources of the Truman Institute and the Foundations for the other three existing Libraries (Hoover, Roosevelt, and Eisenhower) had been exhausted by the building of the Libraries. President Johnson departed from the original public/private foundation model when he decided his Foundation would be endowed to provide on-going private financial support for exhibits, public programs, and other needs of the Library.<sup>11</sup> This financial support model became the paradigm.

### **Trust and Gift Funds**

The Presidential Libraries Act specifically authorizes the Archivist to collect fees, solicit donations, and accept bequests for the benefit of Presidential Libraries. The monies generated at or for a Library are deposited into the National Archives Trust for use by that Library. Thus, since the beginning of the Presidential Library system in 1941, NARA has used revenue from ticket admissions, museum store sales, and duplications to pay for admissions staff and for other staff which support exhibit, education and public program activities. In FY 2008, trust fund revenue offset \$7.9 million in operating costs—costs not borne by the Federal Government.

Although these trust funds do not provide sufficient income to offset entirely the need for Federal appropriations, the Libraries derive considerable benefit from income generated through stores and ticket revenues. The income provides a measure of support for museum and public program activities and covers the salaries of those who work in admission and museum stores. In FY 2008, even with the decline in revenue reflecting the broader economic downturn, Presidential

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<sup>11</sup> This year the Johnson Foundation will be contributing \$1.8 million to the Library.

Libraries as a system generated a trust fund surplus of \$810,000 and posted retained earnings of \$13,665,295. Retained earnings are used to fund programs that are not covered by appropriated monies and to cover future deficits resulting from lower revenues. For the 2008 Trust Fund statement, please see Appendix D.

### **Endowment Funds**

Endowments required by the Presidential Libraries Act of 1986 and first applied to the George H. W. Bush Library have offset some costs to the Federal Government. Conservatively invested to protect the principal, incomes range from two to four percent annually. In FY 2008, the endowments yielded \$248,122 and \$383,477 for the Bush and Clinton Libraries, respectively. Current security and operation and maintenance contracts for these two Libraries are \$2,530,220 for Bush and \$2,981,606 for Clinton. The revenue from the endowments offset these contract costs for the Bush Library by a little more than 10% and for Clinton by a little less than 13%.

If the endowments had been 60 percent of the cost of the Library, as now required, the yield at 4% would produce \$480,000 for Bush and \$864,000 for Clinton, which would cover less than 20% of the Bush contracts and about one-third of the Clinton contracts. This strategy does not permit any reinvestment to grow the endowment fund. While the endowment would remain essentially flat (barring any losses), operating costs would increase over time while the annual offset from the endowment income would remain fairly static with conservative investments. Suggestions for increasing the base on which the endowment is calculated and expanding the use of the endowment to accumulate funds for major projects will be discussed in more detail in the section concerning Alternative Model 1.

### **PRESERVATION OF HOLDINGS**

NARA's preservation program has evolved significantly over the past 25 years. From facility design and renovation to treatment of holdings, both through holdings maintenance and more directed individual object conservation, preservation is now a major priority of the agency. The agency's first strategic plan in the early nineties identified preservation as a key goal, stating that "all records will be preserved in appropriate space for use as long as needed." Preservation activities have evolved in Presidential Libraries as well, most notably as a result of the

Architecture and Design Standards for Presidential Libraries and through internal efforts to identify materials at risk and contract vehicles to treat these materials.

The Architecture and Design Standards for Presidential Libraries mandated by the Presidential Libraries Act of 1986 reflect NARA's commitment to oversee the design and construction,<sup>12</sup> as well as the renovation and repair of its facilities to provide space appropriate for the preservation of invaluable archival and artifact holdings.

Almost every aspect of the design standards relates to the preservation of holdings. The standards mandate site requirements; general structural criteria; heating, ventilation, and air conditioning standards; fire safety; security; floor loadings; finishes; lighting; and glazing criteria. Most importantly, the standards outline specific temperature and humidity criteria to ensure the long-term protection of Presidential records. These stringent requirements have resulted in preservation-quality spaces at the Clinton Library and are being incorporated into the design of the new Bush Library, as well as at older Libraries undergoing renovations or repairs. These requirements have significantly increased the cost of building Presidential Libraries. Conversely, these standards will greatly reduce NARA's future costs, since the new Libraries are less likely to need extensive renovations to meet preservation standards.

Yet the facility itself is only one part of preservation activities in the current Library model. NARA's Preservation Office and the Office of Presidential Libraries provide funds to treat textual, non-textual, and artifact holdings. In particular, non-textual funding enables the Libraries to create preservation copies of photographs, films, and audio tapes. At the Kennedy, Nixon, and Johnson Libraries, the ongoing review of Presidential tape collections has resulted not only in better access to holdings, but also improved preservation of the original tapes. The Office of Presidential Libraries, in conjunction with NARA's Preservation Office, has also begun a major preservation assessment and treatment program at the Roosevelt Library. This effort, focused on textiles, prints, and paintings, will serve as a model for future projects at other Libraries. These projects underscore NARA's commitment to the preservation of Library holdings.

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<sup>12</sup> The Architecture and Design Standards require that design and construction of any new Library be subjected to regular reviews by NARA to ensure that the standards are being met.

In 1998, the Office of Presidential Libraries added a professional curatorial staff as part of its Washington, DC based Presidential Materials Staff. The purpose of the curatorial staff is to work on a regular basis with the White House, particularly the White House Gift Office, on issues relating to artifacts. NARA now works with the White House in determining what gifts are appropriate for transfer to the Archives. The Presidential Materials Staff catalogues all incoming Presidential and Vice Presidential gifts and artifacts as they arrive, identifies condition issues, and applies preservation treatment to materials at risk. On the first day of an Administration, the gift unit of the Presidential Materials Staff begins tracking and packing artifacts according to curatorial standards. This staff has worked with two administrations in providing disposal guidance for Presidential gifts, and at the end of the George W. Bush Administration provided a complete inventory of all Bush artifacts. The result of these new protocols is full intellectual control over the Presidential gift holdings and completed risk assessments that will enable NARA to identify conservation treatment priorities and greatly enhanced control over their physical preservation.

NARA has also had to rely on its partners, the Library Foundations, to offset some preservation costs. For example, the Truman Institute provided \$1,400,000 to construct a pavilion outside President Truman's office at the Library. The addition supports the preservation of the office and its contents and provides the public with an opportunity to view the office. The Institute also received a *Saving America's Treasures* grant to undertake conservation treatment of artifacts on exhibit in President Truman's office. The Kennedy Foundation has long supported preservation efforts at the Library. It has established an endowment specifically for preservation, which pays for approximately \$36,000 worth of artifact conservation treatment annually. The Kennedy Foundation also received a \$150,000 *Saving America's Treasures* grant for conservation treatment and another \$50,000 for supplies and intern labor. An intern program supported by the Foundation funds approximately \$75,000 in staff salaries for holdings maintenance, the most basic level of conservation treatment. A donor is funding the conversion of Johnson Library tapes and Kennedy Library news footage related to Robert Kennedy to digital formats. This project will ultimately amount to an estimated \$200,000 gift. Without this private support through Library Foundations, it is unlikely that these items at risk would have received such

timely conservation treatment. The Johnson Foundation has, over the past decade, provided much of the funding required for the preservation of the Johnson tapes (which were originally recorded on obsolete dictabelts) and supported preservation of other audiovisual materials in the collections.

### **CURRENT EFFORTS TO IMPROVE ACCESS TO PRESIDENTIAL RECORDS**

This section of the report addresses Congress's request that NARA consider how to "reduce the delay in public access to all Presidential records." When the Presidential Records Act (PRA) changed the ownership of Presidential papers from private to public, it incorporated several access provisions to ensure the Act's constitutionality and to balance the President's loss of private ownership of his papers.

One of the many changes established by the PRA was the application of the FOIA to Presidential records. The PRA also provided each President the discretion to impose, while in office, each of six Presidential restrictions to last up to 12 years after the President leaves office (which all Presidents have done). The Presidential restrictions, at 44 U.S.C. § 2204(a), known as P1 (classified national security information), P3 (required by a statute), P4 (trade secrets and other confidential business information), and P6 (clearly unwarranted invasion of personal privacy), are identical to FOIA exemptions (b)(1), (b)(3), (b)(4), and (b)(6). Two PRA restrictions are different. The P2 restriction applies to information "relating to appointments to Federal office." The P5 restriction applies to information containing "confidential communications requesting or submitting advice, between the President and his advisers, or between such advisers," and is similar to, but distinct from, the FOIA (b)(5) exemption (deliberative process and other privileges). Moreover, when the P5 restriction expires after twelve years, the FOIA (b)(5) exemption does not apply to Presidential records, thus allowing NARA to release most confidential advice records at that point in time unless a former or incumbent President raises a claim of executive privilege.

The PRA does not mandate these restrictions, but rather makes clear that they may be narrowed or waived even after the President leaves office. Moreover, in the legislative history, Congress advised the Archivist and former Presidents to do just that:

It is also expected that the Archivist will follow past practice in applying the restrictive categories in former Presidents' deeds of gift, and negotiate with the ex-President or his representative on an on-going basis to lessen the number of years chosen for particular mandatory restriction categories, to eliminate entire categories, or to permit release of particular records otherwise restricted.<sup>13</sup>

Former Presidents Reagan, George H. W. Bush, and Clinton have all responded to this authority and narrowed the scope of PRA exemptions P2 and P5, allowing significantly more records to be opened. Such narrowing is voluntary by the former President, and may be withdrawn or revised at will during the 12-year period in which the restrictions can be applied.

The PRA restricts any public access for a five-year period, unless the Archivist decides to open an integral file segment. After five years, the PRA gives the public a right of access through FOIA requests. Significantly, the PRA also mandates that “[t]he Archivist shall have an affirmative duty to make such records available to the public as rapidly and completely as possible consistent with the provisions of this Act.” *Id.* § 2203(f)(1). In mandating that Presidential records would not be available to the public for the first five years after a President leaves office, Congress expected that a significant portion of the Presidential records could be processed and ready for opening at the time they became available to FOIA requests. Unfortunately, this assumption on how quickly and effectively records would be processed and opened under the PRA has not been realized. The sheer size and complexity of the collections, coupled with the numerous special access requests by the incumbent and former Presidents, the Courts, and the Congress, have made this an unrealistic goal. As an illustration of this fact, at their respective five-year points, the Reagan and Bush Library staff had processed less than five percent of their Presidential records and Clinton less than one percent.

Therefore, at the point when Presidential records have become subject to request under FOIA, the vast majority of records have not yet been reviewed and publicly released. This fact, along with

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<sup>13</sup> H. Rep. 95-1487, at 15 (95<sup>th</sup> Cong., 2d Sess., Aug. 14, 1978).

<sup>15</sup> Hearings before a Subcommittee of the Committee on Government Operations, on H.R. 10998 and Related Bills on the Presidential Records Act of 1978, 95<sup>th</sup> Cong., 2d Sess., Feb. 23, 25, Mar. 2, 7, 1978, at 136.

the significant number of FOIA requests filed at each of the libraries for access to these records, has resulted in dramatic FOIA backlogs. This problem was not unanticipated. Indeed, in the 1978 hearings on the PRA, then Archivist of the United States James B. Rhoads raised a serious archival concern about subjecting Presidential records to FOIA requests:

[P]rofessional archivists have expressed concerns that efforts to systematically process the records and make them available would be severely hampered by numerous Freedom of Information Act requests and associated lawsuits. . . . We share these concerns. It is likely that Presidential records would attract a large number of Freedom of Information Act requests because of the President's extreme public visibility. . . . The threat of immediate, excessive litigation would divert considerable staff time from processing the records in order to search out isolated bits and pieces of information.<sup>15</sup>

Not only is the volume of FOIA requests problematic, but also the administrative and archival requirements of processing records in response to FOIA requests has led to significant delays in opening records. In the pre-PRA donor Libraries, NARA processes and opens records systematically, meaning that archivists start at the beginning of a collection or file series and review it through to its end. However, in processing FOIA requests, archivists must pull files and/or documents from multiple collections and series that relate to the request. This approach requires an extensive search to identify relevant files and records. Further, in order to maintain the provenance, or order, of the documents, archivists must carefully document the removal of records from their original file location and prepare withdrawal sheets for each closure, which further contributes to the time required to process FOIA requests.

The actual review of the records prior to release has become increasingly more complicated including the processing of electronic records. The line-by-line review by NARA archivists prior to release under the PRA requires applying two different sets of restrictions: the Presidential restrictive categories and eight of the nine FOIA exemptions. Additionally, because of the new regulations dealing with protecting personally identifiable information (PII) and the greater likelihood that Presidential records can or are being posted on the internet, NARA has intensified its efforts to redact this information from Presidential records, particularly the more recent records. Because a large amount of PII is in the records, doing so is labor intensive and significantly slows down processing.

Finally, since the enactment of the PRA, Presidential Libraries also experienced an explosive growth in the volume of electronic records, especially White House email. In 1994, the Clinton White House implemented a form of electronic recordkeeping for email known as the Automatic Records Management System or “ARMS” system. Utilizing that system, the Clinton Administration transferred approximately 20 million Presidential record emails to NARA in January 2001. This year, NARA received over 150 million Presidential emails from the George W. Bush Administration, as well as numerous other classified and unclassified electronic systems containing Presidential records. Presidential Library holdings in electronic form are now much larger than the paper holdings. Indeed, the email system for the George W. Bush Administration alone is many times larger than the entire textual holdings of any other Presidential Library. These electronic holdings bring new challenges to processing and making available Presidential records. The sheer volume exponentially increases what archivists have to search and isolate as relevant to a request, a lengthy process in and of itself before the review begins. Once review begins, the more informal communication style embodied in Presidential record emails often blends personal and record information in the same email necessitating more redactions.

NARA has now been processing Presidential records in response to FOIA requests for 15 years, and has explored through the years many ways to streamline and speed this process. In particular, since 2007, NARA’s Office of Presidential Libraries has worked, and continues to work, with the PRA Libraries to change how Presidential records are processed, with the purpose of facilitating quicker access to Presidential records. Following a conference in March 2008 of PRA Libraries to examine our processing of Presidential records and determine the most effective use of newly allocated archival staff, the Libraries are implementing the following changes:

1. The Libraries added an additional processing queue based on frequently requested records. This type of review—reviewing an entire series or collection of documents from beginning to end—is known as systematic processing and is significantly faster than FOIA processing.
2. Libraries will move to a more standardized FOIA request queue structure across the Libraries, with page limitations, that will make useful volumes of records available for research while allowing the archivists to address more requests in a timely manner.

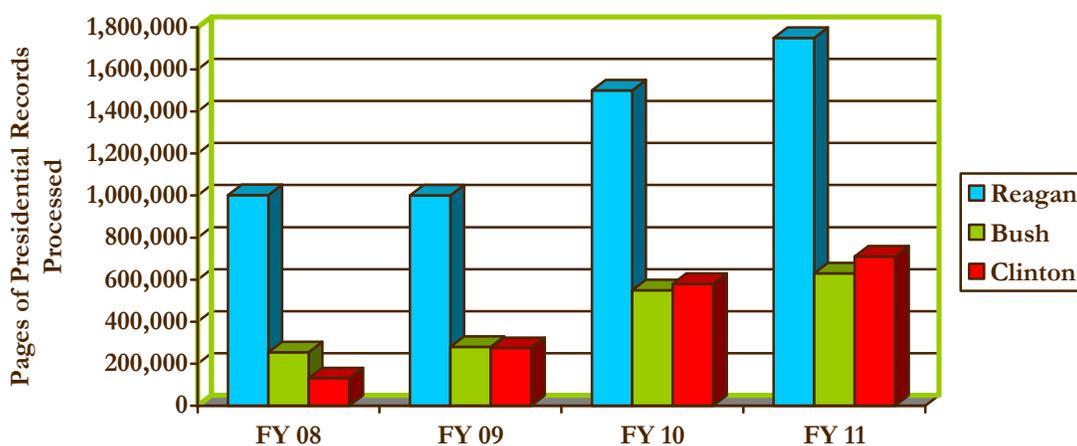
3. The Libraries will devote some portion of the archival staff to processing systematically entire series or sub-series of historically significant files, a process more efficient than FOIA processing.
4. The Libraries will make the folder titles for both processed and unprocessed textual Presidential records available on the web. Providing the public such a detailed view of the Presidential records in a Library will ensure that future FOIA requests are more targeted to the needs of the requesters.
5. Finally, Libraries will take some less sensitive series (routine requests for Presidential messages, bulk public mail, etc.) through the PRA-mandated notification processes and make them available for “review on request” access review. The Libraries estimate that more than 11 million pages can be provided to the public using this process.

NARA believes a statutory change to the PRA would be of some help in limiting the time delay and the NARA resources required for providing notice to the former and incumbent Presidents of our intent to open records. NARA recommends a statutory cut-off period for notice which we suggest should coincide with the death or disability of the former President or after 25 years, whichever is later. As the Supreme Court made clear in *Nixon v. Administrator of General Services*, 433 U.S. 425, 451 (1977), executive privilege is “subject to erosion over time after an administration leaves office.” It is well established in archival practice, and codified into the Federal Records Act (FRA), that restrictions in archival records to protect deliberative processes and other privileges cease no later than 30 years after creation. The FRA states that “[s]tatutory and other restrictions referred to in this subsection shall remain in force until the records have been in existence for thirty years....” 44 U.S.C. § 2108(a). Similarly, Executive Order 12958, as amended, established a 25-year automatic declassification requirement. Given that Presidential records will already be as much as eight years old when NARA receives them, 25 years is a reasonable cut-off time.<sup>16</sup> Eliminating the privilege review process after the passage of time will reduce some of the delay in making Presidential records available to the public.

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<sup>16</sup> NARA recognizes that an incumbent President retains the constitutional authority to request that NARA provide him an opportunity to review Presidential records for constitutionally based privileges even after a statutorily established cut-off period for providing notice.

Congress has funded a key resource change that should significantly help the PRA Libraries in addressing their FOIA backlogs. In FY 2009, Congress appropriated funding for 15 additional archival positions for the existing Libraries with Presidential records – Reagan, Bush 41, and Clinton. Congress also appropriated funding for 18 archivists to process the George W. Bush and Cheney records. These positions, combined with improvements in the way NARA processes Presidential records, should result in the opening of significantly more records. As the chart that follows shows, by 2010 these innovations in processing should increase the Libraries’ rate of processing by at least 1.3 million pages a year.



While this represents significant progress, it should be noted that the Presidential record collections of each of these three Presidents are significant in size and it will still take many decades to complete the processing of these important records.<sup>17</sup>

Ultimately, the ability to open Presidential records to the public is resource driven. It is the case throughout the National Archives that the more archivists available to review and redact records that are subject to statutory restrictions and constitutional review processes, the more NARA can

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<sup>17</sup> The Reagan Library holds 57,552,000 pages of paper records; Bush 41 46,584,000 pages; and Clinton 73,834,000 pages. These numbers do not include the electronic holdings.

open such records and satisfy FOIA requests. The review process generally speeds up as time passes, because many of the sensitivities in the records recede with the passage of time.

The explosion of email and other electronic records means that NARA will use FOIA requests and our own selective processing to open specific records on topics requested from the tens of terabytes of information we have now and the hundreds we expect to have in future.

Accordingly, processing vast amounts or even the majority of these electronic records along with millions of textual records will remain a significant challenge for the foreseeable future. Also, given the complexities inherent in processing these records under the statutory and regulatory requirements, NARA faces another significant challenge in balancing its mandate to make Presidential records available as quickly as possible while at the same time safeguarding against the untimely release of sensitive information contained in these records.

#### **FACILITATING THE DECLASSIFICATION OF PRESIDENTIAL PAPERS AND RECORDS**

The Presidential Libraries hold nearly 40 million pages of classified records. The foreign policy materials in Presidential collections are among the highest-level, most historically-significant documents in the Federal Government. Presidential files include the records of the National Security Council and materials from all departments and agencies in the Federal Government that are sent into the White House.

Given the importance of these files and the automatic declassification provision of Executive Order 12958, as amended, a key priority for the Presidential Libraries was to establish a better approach for the declassification of approximately eight million classified pages from the administrations of President Hoover through President Carter. NARA's Presidential Libraries teamed with the Central Intelligence Agency to create the Remote Archives Capture Project (RAC), under which all 25-year-old classified documents would be scanned at the Libraries so they could be made available electronically to the equity holding agencies in the Washington, DC, area for a declassification review – i.e., a centralized declassification program. The RAC has, to date, scanned 4,205,005 pages of material from the Truman through the first part of the Reagan Administration. Nearly one million pages will have been reviewed for declassification

and returned to the Libraries by the end of 2009. This includes decisions on documents through the Carter administration.

Further, the Presidential Libraries have begun the process of making new RAC declassification decisions quickly available to researchers on stand-alone unclassified computers in Library research rooms. This process started at the Carter Library, and the Office of Presidential Libraries plans to have similar unclassified computers at each of the Libraries from Truman through Reagan in order to make newly declassified documents available to researchers without delay.

#### **FACILITATING ACCESS TO PRESIDENTIAL ELECTRONIC RECORDS AT THE PRA LIBRARIES**

The Clinton Administration was the first to conduct much of its official business on computers. NARA, therefore, had to establish an electronic archival preservation and processing system to handle these new formats. For the main body of Clinton Presidential electronic records, NARA developed a system known as the Presidential Electronic Records Library (PERL), which allows search and retrieval of records for archival processing, access requests, and reference.

The much larger volume of electronic records from the George W. Bush Administration was well beyond the capabilities of the PERL infrastructure. NARA worked instead to speed the development of the Electronic Records Archive (ERA) program to accommodate these Presidential records.

The Executive Office of the President (EOP) instance of ERA focuses on immediate needs for search and access and the need to respond to special access requests while at the same time providing a basis for future development to handle PRA/FOIA review. EOP ERA allows NARA for the first time to store electronic records in a common format and eliminates the need to update and migrate proprietary software.

#### **FACILITATING BROADER ACCESS TO PRESIDENTIAL RECORDS AND PAPERS**

Over the last 20 years, the Internet has transformed information delivery and public expectations. It has also provided an opportunity for the Presidential Libraries to expand the knowledge of

Presidential records to a much broader audience. Since the early 1990s, the Presidential Libraries have partnered with corporations, foundations, universities, and offices in the National Archives and their partners to use technology to make Presidential records and papers more accessible on the Internet with non-Federal funding. These partnerships have led to the creation of many useful sites. One such partnership has produced the Presidential Timeline ([www.presidentialtimeline.org](http://www.presidentialtimeline.org)) with over 20 online exhibits, more than 1,000 digital objects, and a growing number of education modules for teachers. This partnership has allowed the Libraries to create a seamless presentation of issues and themes, such as Civil Rights and the Cold War, that cut across Presidential Administrations.

Corporations and universities have partnered with the Roosevelt, Truman, Kennedy, and Bush 41 Libraries to digitize full collections of Presidential materials, responses to FOIA requests, and declassified materials. Some of these collections are available on the web now. The Libraries will continue to use the digital world to reach broader audiences and to complement their successful public programming and outreach efforts, a cornerstone of the Presidential Library System.

### **PROPOSED ALTERNATIVE MODELS**

As discussed in the overview of this report, NARA is presenting five models. NARA estimates all but one reduce Government costs, some more than others. The most significant cost savings are estimated to be achieved through the elimination of museum, public outreach, and educational programs, with NARA providing Governmental support only for the archival and collections management functions for both archives and artifacts. The difficult and most crucial question which NARA and others must resolve before adopting any changes is what the focus of NARA's mission for the Presidential Libraries and the study of the Presidency should be? Should NARA focus exclusively on the needs of the scholarly community or should NARA seek to reach a broader community to educate them about the American Presidency and our Government?

To achieve significant cost savings, NARA would need to shift the cost for renovating, staffing and maintaining Presidential museums to the Foundations. NARA would then necessarily cede the responsibility for exhibits, education, and public programming in museums to the Foundations

that run them, thus eliminating these programs from NARA's mission. On balance, we believe that NARA's influence has brought a more nuanced perspective to the content and interpretation in exhibits and programming in our spaces, even as the Foundations have borne the major responsibility for funding them. The museums provide a stepping stone to many education activities and public programs of the Libraries. Without this important cultural resource and educational tool, NARA would not be able to present a richer, more contextual presentation of the Presidency.

**ALTERNATIVE MODEL 1: CURRENT MODEL WITH REVISIONS TO FURTHER REDUCE THE COST TO THE FEDERAL GOVERNMENT**

This model builds on the current public-private partnership developed over the past 75 years. Potential revisions provide for greater revenue through the endowment and further clarify the relationship between the Library and the Foundation. This model would also suggest changes needed to the Presidential Libraries Act or NARA regulations to codify these new requirements.

The existing model for Presidential Libraries has served both Libraries and Foundations well, though sometimes in different ways. It provides the Government with a new, state-of-the-art facility to house Presidential records and offsets costs to the Government for certain types of activities primarily related to exhibits and public programs. For the Foundation, the model provides a former President and his supporters with an opportunity to showcase the Administration in a place chosen by the former President. The importance of the Presidential Library, museum, and education and outreach resources to local communities and to the universities that host them is easily evident in the great demand and competition to be the location selected for a new Presidential Library. Recently, more and more communities and universities are willing to expend considerable resources and provide significant financial incentives to convince the President to select their location for the Library.

As in a current Presidential Library, this model houses in the Library the official records that exist in paper form, along with complementary private collections and oral histories, the latter of which are largely funded with private money. This model preserves the tradition established with Franklin Delano Roosevelt of bringing together the official records with other historical pre- and

post-presidential materials that illuminate the life of the President. This compilation of official and personal papers in one place could easily be lost in a centralized model as discussed below. A centralized model could result in the personal papers of the President being dispersed in the best case and lost or destroyed in the worst case.

Model 1 provides for a flexible institution that adapts to the changing world of records. As Presidential records become increasingly electronic, Model 1 would evolve toward a smaller building, but retain the archival expertise, the museum and civil literacy functions, and the private funding for the building and public program support. Even in an increasingly electronic world, records need to be contextualized. Since Presidential electronic records are already centralized and maintained in Washington, DC, area facilities, with the majority of the staff having access to these records at the Library site, this model would continue to build on the current structure. This model preserves and provides access to both the official records and personal papers of the Presidency in one location, while preserving private funding for museum and public program components. NARA maintains the flexibility to provide additional support for processing electronic records by utilizing staff located in the DC area or in another Presidential library when needed.

Since this model preserves the Government's relationship with the Foundations, the following discussion makes suggestion that would strengthen and define this public-private partnership.

### **Defining the Relationship between the Government and the Foundation**

NARA's relationship with Library Foundations is one of the oldest public-private partnerships in Government. Each relationship is different, continually evolving, and not easily defined. The Government's role is to run the Library, which involves preserving the collections, processing the records for public access within the statutory and legal framework, and working to ensure that the historical content of exhibits reflects an objective perspective of the Presidency – even as the private Foundations have carried a large part of the financial responsibility for the latter. Beyond providing financial support, the Foundations' roles have often been to further the work and strengthen the legacy of the former Presidents and, increasingly, to engage in non-Library funding of various national or global initiatives of the former Presidents. While there have been many

positive benefits from this unique relationship, the Foundations' activities and goals, given that they are a private partner, are not always aligned with NARA's view of our stewardship responsibilities. Therefore, we are suggesting a specific charter to guide future Library/Foundation relationships.

Before NARA accepts a new Presidential Library, a clearer understanding between the Foundation and the Government should be memorialized in a written agreement. Given the inherent complexities in this relationship, the partnership would benefit from an established set of principles. Legislative changes to the PLA and new regulations to codify the relationship would serve both partners and the public interest. The following principles need to guide this partnership:

1. Greater clarity in the roles, goals, and priorities, as well as in the responsibility and authority of each partner, in order to minimize friction and maximize success in the relationship between the Presidential Library and its non-profit partner and to assure the sound and responsible stewardship of archival and historical materials held in the public trust.
2. Commitment from the Foundation for continued financial support of museum, outreach, and educational programs in order to make the Library a viable model in the present and into the future.
3. Library participation in the planning and decision-making of the Foundation as it relates to the Library, typically by having the Library director serve as an *ex officio* member of the board of the Foundation.<sup>18</sup>

To formalize the public/private partnership, NARA recommends the following changes to the Presidential Libraries Act, in Section 44 U.S.C 2112 and/or to NARA's regulations.

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<sup>18</sup> Based in part on the article by Larry J. Hackman, *The Public Historian*, Vol. 28, No.3, pgs. 182 – 183.

1. The Presidential archival depository should be built solely for the purpose of operating the Library and museum. Foundation spaces co-located in the Presidential archival depository should be in direct support of the Presidential Library museum program (*e.g.*, museum store, restaurant, auditorium, etc.). Sub-metering must be provided for all Foundation spaces located in the Presidential archival depository.
2. The Foundation must provide an endowment of 60% of the cost of the entire Library building (previously the endowment was only applied to the NARA program space or usable space and was not applied to support space, *e.g.* mechanical rooms, needed to operate the NARA program space or to Foundation-retained spaces within the Library) of which no more than 20% may be offset by credits. For example, a credit may be provided for energy saving features. To receive credits, the Foundation must document through an independent technical and cost analysis any savings to the Government.
3. NARA must determine its space needs based on program requirements for staffing and for the processing, accessibility, and storage of our collections. The endowment would cover the entire Library building. Since NARA needs to determine its space needs, the escalation clause for increasing the usable square footage of the building above 70,000 square feet should be eliminated from the PLA.
4. The Archivist should be provided with the authority to accumulate some or all of the interest earned by a Presidential Library endowment over several years for expenditure on higher cost repair or maintenance items. Currently, interest is used to offset only a relatively minor amount of operations and maintenance contracts. This authority to accumulate interest from the endowment should be capped at a predetermined dollar amount. In cases where the cap is exceeded, the Archivist must spend the excess amount on the affected Library's current facility operational costs or public and education programming. Currently, the entire endowment interest is used to offset operations and maintenance contracts, which is a relatively small amount of the costs.

5. The Foundation must provide a separate endowment, or agree to an annual commitment to support museum, public, and educational programming at the Library. The endowment should be \$10 million or, alternatively, at least \$400,000 to be provided annually to NARA

### ***Model 1 Advantages***

There are certain advantages for sustaining and improving the current model for Presidential Libraries.

- Foundations will continue to pay for the construction of the building with privately raised funds. NARA would determine space requirements to meet program needs and determine the size of the new Library. NARA would determine museum space requirements using A&D standards to meet program requirements. NARA standards would ensure that a high quality building is provided to or for the use of the Government.
- The decreasing physical size of textual collections as a result of the anticipated increase in electronic records will yield substantial facility operational cost savings to NARA, provided museum and other public spaces are not significantly expanded.
- The reinvestment of some endowment income for future use will make available funds to offset a portion of greater infrastructure expenses such as future modernization costs, new HVAC systems, roofs, and other large expenses.
- Presidential Libraries would continue to provide a NARA presence in communities as rich archival, cultural, historical, and educational centers providing a wide variety of diverse, non-partisan programming.
- The charter between the Government and the Foundation assures the long term viability of the Library. The roles and responsibilities of Presidential Foundations and the use of co-located foundation spaces in the NARA building would be more clearly defined.

- The Government role encourages diversity of views in a non-partisan environment while continuing private support of education programs and conferences that would not be possible with Government support alone.
- Housing Presidential records in Libraries around the country, provides “continuation of Government” advantages by dispersing holdings and ensuring that the highest policy level records documenting the Government survive any catastrophic event in the Washington, DC, area.
- NARA retains the relationship with the former President which is more likely to result in the donation of private papers of the President and others that will complement the official record and facilitate narrowing the application of PRA restrictions.

### ***Model 1 Disadvantages***

- This model is dependent on the viability of the Library Foundation’s ability to raise money to build the Library and provide continued support for public programming and museum exhibits.
- Some future Presidents may not choose to raise the money required to build and sustain a Presidential Library, which would mean NARA would assume the responsibility for providing the space to house the Presidential records and the archival staff.
- The more structured relationship with the Foundation could lead to a loss of synergy with the Foundation and mere *pro forma* support from the Foundations.
- Researchers must travel to multiple cities to conduct research across Presidential Administrations, though the increasing availability of records on-line will diminish this disadvantage in the future.
- Model 1 assumes an agreement can be reached between NARA and the Foundation in time for NARA to plan for the move and storage of the Presidential holdings.

- This model requires some duplicative staff support (as opposed to a centralized model) for management and administrative functions.

For the detailed cost analysis of this model, along with all others, see the separate section on cost analysis. The analysis showed that over time (75 years) this model represents a substantial savings of \$394 million over the baseline (the projected cost of future Presidential Libraries if no changes are made). In the current model, the 60% endowment only applies to 70,000 square feet; in Model 1, the 60% endowment applies to the entire building.

**ALTERNATIVE MODEL 2: A PRESIDENTIAL ARCHIVAL DEPOSITORY LEASED AND MANAGED BY THE NATIONAL ARCHIVES, WITH A SEPARATE MUSEUM MANAGED BY THE FOUNDATION**

This model allows for a continued regional presence for the National Archives, by placing the records and artifacts in a geographic area where a Foundation-operated museum may be located. The Library would become an archives-only facility, which maintains the archival program functions by continuing to store, preserve, and provide access to Presidential records and artifacts.

In this model, NARA would lease and operate an archival facility long-term, just as it does now for the short period when a President leaves office until the Library is completed. For example, the National Archives currently leases a facility in Lewisville, Texas, to store the George W. Bush Presidential records, which is approximately 20 miles from the new Library site on the campus of Southern Methodist University. The annual lease amounts to \$2,100,000, which includes the cost of completely renovating the warehouse facility to meet NARA's archival storage standards.

In a long-term lease scenario, the leased facility would need to include some additional spaces not usually provided for in our temporary leases used while the Foundation builds the new Library -- i.e., research and conference rooms. The leased facility would include holdings storage for artifacts and artifact processing rooms, but it would not include any program spaces associated with the operation of a museum, such as exhibit galleries and exhibit production shops. The focus of a leased facility would be on collections management and research. Located in the same

vicinity as any privately run museum, NARA could continue to build an ongoing relationship with the Presidential Foundation and encourage the donation of additional related collections to support the Library's core holdings. However NARA would no longer provide public and educational programming, because these components would be part of the Foundation's museum program.

In such a long-term lease scenario, NARA would renovate a facility according to the full architecture and design standards, to provide a preservation-quality environment for archival and artifact holdings. Although this would increase NARA's initial costs, it would reduce NARA's administrative overhead and some operational costs, because operations and maintenance, along with repairs and renovations, would be the responsibility of the property owner. This approach, however, could lead to a less-than-optimum preservation environment over time, because NARA would be reliant solely on the lessor to maintain and repair building systems. In the event of a disagreement, NARA holdings and program activities could be at risk until the dispute is settled. At the end of the initial lease period, NARA would negotiate new lease terms. If NARA and the lessor could not agree on price or other terms, NARA might be forced to relocate its operation. To keep costs down, this option would require Congressional action to give NARA full lease authority.

### ***Model 2 Advantages***

- The records and artifacts are located in proximity to the private museum.
- NARA controls the initial renovation of the facility to meet our standards.
- NARA is not responsible for long-term upkeep and maintenance of the facility, thus reducing its capital costs.
- A lease provides NARA with long-term flexibility, including the flexibility to close a facility that is no longer viable.

- The continued regional presence and the proximity to the Foundation retain the opportunity to obtain additional historical collections that supplement the official records.
- Housing Presidential records in facilities around the country provides “continuation of Government” advantages by dispersing holdings and ensuring that the highest level policy records documenting governmental activities survive any catastrophic event in the Washington, DC area.
- Housing Presidential records in facilities around the country continues to assure the benefits to local communities and to the public as stated in Model 1.

### ***Model 2 Disadvantages***

- The leased facility would most likely not be directly adjacent to the Presidential museum, but rather located in a lower rent “warehouse” area.
- NARA would not offer museum, public and educational programs.
- This model also assumes a Presidential Foundation would be established to build a museum. A President may well choose not to assume the responsibility for raising funds to build and operate a museum.
- Future increases in rent could force NARA to relocate records, putting the collection at greater risk.
- NARA must rely on a private lessor for maintenance and upkeep.
- Because it takes a year to lease and renovate a facility to meet NARA standards, this model works best when a President serves two terms or announces an intent not to seek re-election.

- Privately managed museums could potentially be the subject of future congressional earmarks, thus still incurring a government expense.
- This model requires some duplicative staff support (as opposed to a centralized model) for management and administrative functions.

The cost analysis for this model shows it to be more expensive than all the other models. Given this also means the loss of the museum, public program, and education components, this model does not lessen the cost of managing Presidential Libraries over Model 1 because lease costs are only favorable in the short-term. Over the long-term, it is more expensive to lease space than it is to have a government-owned building.

**ALTERNATIVE MODEL 3: FOUNDATION, UNIVERSITY, OR OTHER NON-FEDERAL ENTITY PROVIDED ARCHIVES WITH A MUSEUM MANAGED BY A FOUNDATION**

Under this scenario, a Presidential Foundation, university, or other non-Federal entity would construct a Library-only building with no museum component. The building would be made available to the Government under a no-cost, perpetual use arrangement favorable to the Government.<sup>19</sup> Since the building is being donated for NARA to use in meeting statutory mandates for preserving Presidential records, and the Presidential Foundation would be building their own museum, no additional Foundation support in the form of an endowment is envisioned in this model. As in Model 2, the facility would contain no exhibit, exhibit support, or public and educational programming spaces, only archives and artifact holdings storage, processing rooms, and archival and administrative support offices. A Foundation or other partner may choose to co-locate the Library with the non-NARA museum or in the same general vicinity. NARA would be responsible for overall operations and maintenance, as well as major capital repairs or renovations. NARA would have the future option to vacate the facility if the agency so chose according to the perpetual use agreement. Though a Library-only operation, NARA would operate in a state-of-the-art facility, fostering the preservation and access to holdings, and maintain a presence in a local community.

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<sup>19</sup> Currently, many of the Libraries are provided to the Government under perpetual use agreements at no cost to the Government. NARA does, however, assume all costs for upkeep of the NARA occupied portions of these facilities.

### ***Model 3 Advantages***

- The records and artifacts are located in proximity to the private museum.
- This model most closely resembles the present model, but eliminates the museum program.
- This building is constructed according to NARA standards.
- NARA has the option of vacating the facility under the terms of the perpetual use agreement.
- Continued regional presence and the proximity to the Foundation continue the opportunity to obtain additional historical collections that supplement the official records.
- The continued relationship between NARA and the Foundation provides opportunities for exploring the use of technology and other innovative programs to increase the accessibility of the historical collections to a greater audience.
- Housing Presidential records in facilities around the country, provides “continuity of Government” advantages by dispersing records and ensuring that the highest level policy records documenting governmental activities survive any catastrophic event in the Washington, DC area.
- Housing Presidential records in facilities around the country continues to assure the benefits to local communities and to the public as stated in Model 1.

### ***Model 3 Disadvantages***

- This model works best provided a President chooses to have a privately operated museum. A President may well choose not to assume the responsibility for raising funds to build and operate a museum.

- The NARA facility might not be adjacent to the Presidential museum, which would cause challenges in coordinating programs.
- NARA would not offer museum, public, and educational programs. Because of NARA's ongoing partnership and potential proximity to the Foundation museum, there will be confusion as to whether the Foundation programs are NARA programs.
- Without the museum, public program, or educational components, NARA serves a much smaller group of users.
- NARA would have the ongoing responsibility for maintenance and upkeep of the facility.
- Privately managed museums could potentially be the subject of future congressional earmarks, thus still incurring a government expense.
- Unless the facility is built in advance of the President leaving office, NARA would need to store the records in a temporary facility before transfer to the permanent Library, just as is currently the case.
- This model requires some duplicative staff support (as opposed to a centralized model) for management and administrative functions.

Overall this model is less costly than the baseline and more costly than Model 1, but not significantly so considering the loss of the museum and public programs. Cost savings for this model over the baseline would begin in 2033.

#### **ALTERNATIVE MODEL 4: CENTRALIZED PRESIDENTIAL ARCHIVAL DEPOSITORY FUNDED AND MANAGED BY NARA**

The concept of a centralized depository for Presidential records would be a major departure from the current Presidential Libraries model. In this model, Presidential records and artifacts would be housed in a central archival depository in the Washington, DC area.

Unlike Models 1 and 3, the Government would bear the full cost of building the depository. A single, centralized depository for future Presidential records and donated materials would also require NARA to assume full responsibility for the cost of preserving, processing, and providing access to all Presidential materials in paper and digital formats. To date, much of the cost of digitizing Presidential records so as to provide web-based access has been provided by the Library Foundations, universities, and grants, and not by NARA's federal funds. While this private funding has been important for specific projects, it has not enabled wide-spread electronic access to the majority of Presidential materials. The cost of providing any enhanced access to Presidential records using web-based technologies has not been factored into the cost analysis.<sup>20</sup>

A centralized Presidential facility would also eliminate the costs for maintaining Sensitive Compartmentalized Information Facilities (SCIFs) at each individual Presidential Library. The centralized depository would only need one SCIF for the storage of all classified Presidential records. With the potential development of a planned National Declassification Center (NDC) initiative, the systematic declassification review of these records at the 25-year point (when they are ready for automatic declassification review) could be facilitated by using the resources and expertise of a potential NDC initiative. However, this centralization of declassification review is also incorporated in the models that retain the Libraries in field locations through the current RAC program.<sup>21</sup>

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<sup>20</sup> We considered it premature, given the current state of technology, to cost out digitizing a majority of the collection in a preservation format that would allow for disposal of the paper records. Limiting the paper collection to items of great intrinsic value, e.g., records viewed or annotated by the President, correspondence with world leaders, and decision memoranda would save considerable space; however, given the cost of digitizing, storing digital media, and the staffing required to provide the metadata for each image, this is a more costly option at this time than storing the records in their original formats.

<sup>21</sup> Under the RAC program, through an interagency agreement between NARA and the CIA, classified records are scanned at each library, so that these materials can undergo declassification review in a centralized location in the Washington, DC area. NARA will incorporate the RAC into the NDC with the expectation that shared resources for declassification of Federal and Presidential records will lead to greater efficiencies and increased productivity.

To provide public access to these records as quickly as possible, the centralized facility would need additional archival staff with each new collection of Presidential records. In fact, this model would not result in a decrease in the size of the current archival or the curatorial staff.<sup>22</sup> Indeed, due to their large volume and complexity, it will continue to take decades to process the Presidential records of each administration even with improved processes. Though we did not assume that all cost savings from a centralized model would be used for archival processing, we did assume that any staff savings achieved in a centralized model would be used to hire more archivists for processing records. Therefore, we have computed the staffing costs at the level of Model 1. This model also facilitates the temporary re-assignment of archivists from one collection to another to meet special access requests including those from the incumbent President, the Courts, and the Congress.

An important element to be considered in this model is the fact that it eliminates the museums and associated education and public programs along with the regional diversity that is a hallmark of the present system. NARA would be able to stage occasional exhibits on the Presidency or individual Presidents in the Lawrence O'Brien temporary gallery at the National Archives Building, but these would need to be small, given the size of the O'Brien gallery.

A centralized model for Presidential Libraries would not preclude a former President from building an independently operated museum dedicated to his or her Presidency. The President's museum could be operated by his or her Foundation or by a city, state, or academic institution. There is no limit to the type of partnership a Presidential Foundation could employ for the operation of its museum. As we do today with non-NARA museums, NARA would work cooperatively with the former President on the loan of documents and artifacts for display in a museum environment that meets our standards. The privately operated museum facility might also include a research component, which could provide access to the digital copies of materials maintained at the NARA Presidential Libraries or the centralized depository.

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<sup>22</sup> This model assumes that each new Presidential collection would require a staff equivalent to the size of the archival staff for the Bush 43 Library.

Scholars interested in the study of the Presidency would benefit from a centralized model. Conversely, those interested in studying individual Presidents would be disadvantaged by the loss of individual Presidential Libraries that house the personal, political and donated collections that complement the content of the presidential record. While the National Archives would not be precluded from soliciting personal collections, these collections could just as likely end up being geographically distant and located with the President's Foundation or another archival depository in a location near the President's chosen community. Potential donors who were prominent during a former President's administration are more likely to donate their papers to the Foundation or an institution that engenders their loyalty than to donate them to the National Archives.

#### ***Model 4 Advantages***

- As records become more predominately digital in format, a centralized depository for Presidential records would be consistent with the evolution of the records life cycle, especially given that electronic-based records are already centralized in digital storage solutions.
- A centralized model reduces the need for facility management and administrative staff.
- The centralized facility provides researchers the opportunity to conduct complementary research in Federal agency records and the opportunity to consult with NARA experts in numerous areas. This model also facilitates comprehensive research, such as in issues that continue across administrations, or study in decision-making styles of different Presidents.
- Proximity to declassification activities could facilitate the coordination for declassification of Presidential records.

#### ***Model 4 Disadvantages***

- The Government would have to fund the total cost of building a new facility and the continued operational expenses with no private endowment. Archives I and Archives II

are presently near capacity, which already means that NARA may have to build an Archives III facility. A third NARA facility built to house Presidential records could, for the near future, also hold Federal agency records until such time as the space is needed for future administrations. NARA would then need to build a fourth facility in the Washington, DC area to house the Federal agency records temporarily stored in the central Presidential facility.

- This model will also lose the unique museum and education programs that the Libraries offer, allowing the Presidency to reach millions of visitors each year.
- This model probably cedes the personal, political and donated collections, which complement the Presidential collection, to the Foundations or other institutions.
- This model would mean a loss of Foundation funding to help support the cost of digitization, web-based programs, preservation, and other programs.
- In this model the present system of Presidential Libraries becomes static and loses the synergy from new Presidential Libraries entering the system.

Our cost analysis shows a cost savings over the baseline costs would not begin to be realized until 23 years after the establishment of the centralized depository, since this model assumes an initial outlay of nearly \$100 million for design and construction of a new facility. However, over 75 years, assuming there is a new President every eight years, the cost savings would be \$850 million over the baseline and \$458 million over Model 1.

#### **MODEL 5: A MUSEUM OF THE PRESIDENCY IN ASSOCIATION WITH THE CENTRALIZED DEPOSITORY**

This model would add a Museum of the Presidency to the centralized archival depository. Unlike the suburban located depository, the Museum would be located in an area of Washington, DC easily accessible to tourists, ideally on or near the National Mall. The Museum of the Presidency would be built by the Government and have a strong NARA identity, NARA could seek partners

interested in promoting our historical resources without aligning with any one President. NARA would have opportunities to partner with the Congressional Visitors Center and the White House Visitors Center on exhibits and programs that document much of our national experience from the perspective of the Congress and the President, thereby providing visitors with a balanced perspective on Government involvement in selected issues.

As with the exhibits in the National Archives Building, exhibits in the Museum of the Presidency would be dependent on Foundation funding. Since this is unlikely to be sustained by any individual Presidential Foundation, the National Archives Foundation or a dedicated Presidential Museum Foundation would need to take on the funding responsibility. NARA would provide a staff of 25 curators, educators, and other professionals to support the Museum. Artifacts and documents stored in the centralized depository would be brought to the Museum for display. The Museum would also borrow items from other Presidential Libraries and from any privately established and operated Presidential Museums of future Presidents.

A Museum of the Presidency would attract a large number of tourists from all over the world, but the immersive education experience and the vast range of public programs would be available only to those who live in or were able to visit the Washington, DC, area. However, the DC metropolitan area is saturated with museums, many of which explore similar themes – the American History Museum, the Capitol Visitors Center, the Newseum, the White House Visitors Center, the Portrait Gallery, to name a few.

#### ***Model 5 Advantages***

- A centralized Museum of the Presidency offers visitors an exhibit that focuses on several Presidents and the institution of the Presidency.
- The initial and later exhibits in the Museum would not be created by a President and his supporters or be subject to their concerns about content.
- The centralized staff of the Museum would have a greater ability to focus on building web-based exhibits and educational programming and have access to multiple collections.

### *Model 5 Disadvantages*

- This model becomes a Washington, DC-centric model and the economic and cultural benefits of a Presidential Library would remain focused in one city already saturated with museums and other civic and cultural offerings.
- Financially, NARA would lose the Library Foundations' support not only for programs and exhibits, but also to help forward the Government's mission to preserve, protect, and make accessible the records.
- Government funding would be required to design, build, and maintain the Museum at an initial outlay of \$55 million for the museum (plus another \$100 million for the depository).
- Any privately funded and operated Presidential museums would be in direct competition for content and private money with the Museum of the Presidency, as would the already existing NARA-operated Presidential Libraries.
- This model requires consistent fund-raising to support exhibits and programs not funded by the Government.
- This model makes it more difficult to provide an in-depth focus on individual Presidents and their administrations.
- As in Model 4 the present system of Presidential Libraries loses the synergy and dynamic growth resulting from the establishment of new Presidential Libraries.

It would require more than 50 years to realize any cost savings over the baseline. At the 75-year point, Model 5 saves \$418 million over the baseline cost. The savings over the cost of Model 1 would be only \$24 million, or an average savings of \$320,000 per year for 75 years.

#### **SUMMARY OF THE COST ANALYSIS**

This section addresses one of the three mandates in the Presidential Historical Records Preservation Act – the mandate for reducing the financial burden on the Federal Government for the Presidential Library system. The spread sheets for the full cost analysis of each model are located in Appendix E.

The need to preserve, maintain, and make accessible the records of a President for posterity requires a long-term commitment of resources. While a cost analysis can help us estimate the monetary cost to the Government of different approaches to Presidential Libraries, unlike an economic model it does not capture the intangible benefits of the Presidential Library system, the economic benefits to communities and other sectors, or reflect the shifting of significant costs to the Library Foundations. If the Government requires considerably more from the Foundations, in the form of an endowment when the Libraries are built, or if the cost for building, maintaining, and operating Presidential Museums is shifted completely to the Foundations, the Presidential Library system may cease to exist. It is not hard to imagine future Presidents deciding not to participate in the public/private partnership.

The Libraries are more than places of historical research. The museum, education, and public programs in the Libraries reflect a commitment of resources dedicated to increasing the public's knowledge and understanding of the Presidency as a whole and the life and times of each President. All models benefit from the predicted shift from textual to electronic format and subsequent savings in storage costs. None of the models, however, takes into account the high cost of maintaining records in electronic format. Those costs, now currently centralized in the Electronic Records Archives (ERA) and its predecessor, the Presidential Electronic Record Library (PERL), have not been factored into any of the models, since these costs are necessary to

each model. NARA is addressing the funding for maintaining and accessing electronic records more globally through its ERA initiative, which addresses Presidential and Federal records.

NARA conducted a preliminary cost analysis at both the 40-year cycle and the 75-year life cycle. We selected the 75-year cycle because it showed costs until the end of the century and therefore more accurately addressed the long term preservation needs for Presidential records.

Additionally, while the 40-year cycle showed some cost benefits, the appreciable cost benefits did not really occur until closer to the end of the 75-year period. The 75-year life cycle cost analysis is an attempt to quantify the financial commitment that each model would require for new Presidential Libraries between FY 2025 and FY 2099. The costs were all calculated in constant FY 2009 dollars.

A conservative approach was taken in developing the analysis, and therefore the amounts needed should be viewed as comparisons between the five models and not as a prediction of the actual costs. In an actual scenario, NARA would expect that the costs would be higher, though we would also expect that the increases would maintain the basic ratio of one model to another. For example, construction costs vary widely across the country as do operation and maintenance costs and lease costs. A future Presidential Library constructed in Alaska would be expected to have considerably higher construction, operational, and maintenance costs than the base line costs which were based on the Clinton and Bush 41 libraries. A lease in downtown New York City would be considerably higher than the Bush 43 lease costs in suburban Dallas, which formed the basis for the leased cost model. Additionally, costs for the centralized archival model in the Washington, DC area and an additional museum in downtown Washington, DC may be significantly higher than the costs used at the time these facilities are actually built.

Any cost savings to be achieved over the current Presidential Library model will happen over the long term. Cost savings can be identified between the models, but the impact on the budget will be small for many years to come or in some cases, more costly in the short term. A new model would likely not be in place before FY 2017, even assuming passage of legislation in the next two years. All previous changes to the Presidential Libraries Act have not applied to the incumbent president, but take effect with the next administration. Assuming, therefore for the purpose of

this report, that a new approach would not apply to President Obama, and that he serves two terms, we projected the changes to take effect with the Presidential term that starts in January 2017 and ends in January 2025. Our cost model also assumes that all the Presidents serve two-terms for the rest of this century (meaning 12 presidencies every 96 years); the historical average, however, has been 18 presidencies per 100 years, which would increase the cost model by about 50%.

Properly maintaining Presidential records is, like maintaining any of NARA's permanent holdings, a costly endeavor no matter what the model. NARA recognizes that costs for the system will continue to increase, and that cost control efforts are essential. Over time, both NARA and Congress have put in measures to control these costs. The five models attempt to explore how costs could be further contained with different approaches. Additional analysis will be required before making a decision on proceeding in any new direction for Presidential Libraries.

Model 1 maintains the current Presidential Library system with suggested changes to control future costs. Over a 75-year period starting in FY 2025 and ending in FY 2099, Model 1 would cost an estimated \$2.36 billion for new Libraries starting with the successor to President Obama. This represents a savings of \$394 million over the baseline.

Model 2, the Leased Option, essentially eliminates the Government presence at the Presidential Foundation museum, but maintains full programs in the archival and collections management area. Model 2, even though it is in leased space, would cost an estimated \$2.86 billion in the same 75-year period. This is actually \$111 million more than the baseline.

Model 3, in which the archival space is donated to NARA, with a separate Foundation built and managed museum, would cost an estimated \$2.5 billion over 75 years. This represents a savings of \$254 million over the baseline, but would be \$140 million more than Model 1.

Model 4, a Centralized Presidential Library, replicates Models 2 and 3 in that it does not provide for public, educational, and museum programs managed by NARA. This model would cost an

estimated \$1.9 billion over the same 75-year period, including an initial outlay of nearly \$100 million to construct the depository. This represents a savings of \$850 million over the baseline and \$458 million over Model 1 (or an annual savings of \$11.33 million over the baseline or \$6.1 million per year over Model 1).

Model 5, which combines Model 4’s centralized depository with a Museum of the Presidency, would cost \$2.33 billion over the 75-year period, including an initial outlay of \$155 million to build the depository and museum. This represents a savings of \$419 million over the baseline, and \$25 million over Model 1. Over the baseline, Model 5 saves \$418 million for an average savings of \$5.57 million per year. .

**THE 75-YEAR COST FOR EACH MODEL (ALL COSTS IN 2009 DOLLARS)**

<b>Model</b>	<b>Total 75-year cost</b>	<b>Average savings per year for 75 years over baseline</b>	<b>Average savings per year for 75 years over Model 1</b>	<b>Annual operating cost in FY 2099</b>	<b>First year of cost savings over baseline</b>
<b>Baseline</b>	<b>\$2,752,000,000</b>	<b>n/a</b>	<b>+\$5,250,000</b>	<b>\$66,438,000</b>	<b>n/a</b>
<b>Model 1</b>	<b>\$2,358,000,000</b>	<b>-\$ 5,253,000</b>	<b>n/a</b>	<b>\$55,795,000</b>	<b>FY 2031</b>
<b>Model 2</b>	<b>\$2,863,000,000</b>	<b>+\$ 1,480,000</b>	<b>+\$6,730,000</b>	<b>\$74,376,000</b>	<b>n/a</b>
<b>Model 3</b>	<b>\$2,499,000,000</b>	<b>-\$ 3,370,000</b>	<b>+\$1,880,000</b>	<b>\$60,238,000</b>	<b>FY 2033</b>
<b>Model 4</b>	<b>\$1,900,000,000</b>	<b>-\$11,360,000</b>	<b>-\$6,106,000</b>	<b>\$42,153,000</b>	<b>FY 2045</b>
<b>Model 5</b>	<b>\$2,334,000,000</b>	<b>-\$ 5,570,000</b>	<b>-\$320,000</b>	<b>\$46,966,000</b>	<b>FY 2076</b>

As the above cost analysis shows, the only way to reduce costs is to eliminate programs. Centralizing the facility does not achieve appreciable cost savings without a program reduction. Model 1, which is most similar to the current library system, maintains all existing programs, while Models 2 and 3 eliminate the Governmental role in providing public, educational, and museum programs in the various locations where the Presidential Libraries would be constructed. This does not necessarily mean that those programs would be eliminated – we assume that most presidents will continue to want to have a Presidential Museum constructed, operated, and maintained by their Presidential Foundation – but it does mean that the Federal Government would not have any say in the message developed by the Foundations. While Government

funding and staffing is provided for a centralized Museum of the Presidency in Model 5, NARA cannot predict how robust the private funding would be for sustaining the museum exhibits and the educational and public program components.

The cost analysis shows that there is no savings for pursuing a leased permanent location as laid out in Model 2. In fact, the leased option is estimated to be the most expensive. In general, leased locations are cost effective for providing temporary Government space. However, in the case of permanent space needs, leased locations cost more in the long term. Leased locations trade higher yearly costs for lower upfront costs by avoiding the large one year budget impact of funding the initial construction (including land acquisition and design and construction oversight). Also, Budget procedures may require that the cost of a long-term lease be realized up front. Accordingly, Model 2 is not recommended. It has the highest costs but with the lowest benefits. Model 3, in which just the archival facility is donated, is also more costly, particularly because it does not include an endowment. Some cost savings would be realized if an endowment were part of the transfer. However, because the building is being donated solely for NARA to meet its statutory mandates for preserving Presidential records, and the Presidential Foundation would still be expected to build its own museum, we did not think additional Foundation support, even in the form of an endowment, could be expected.

Model 4 – the Centralized Presidential Library – clearly offers the potential for significant cost savings over the long term. It represents the most significant cost savings to the Government, approximately 30% less than the baseline over the 75-year period. However, it would require an initial outlay of nearly \$100 million, in 2022 (so the new depository could be completed by 2025) and would not realize any cost savings over the baseline until 2045. If a Museum of the Presidency is included (Model 5), the cost savings will be much less since Model 5 would require an additional \$55 million to construct the Museum of the Presidency. It would take over 50 years to realize any cost savings.

Model 4 also offers the best opportunity to benefit from some staff reductions because of economies of scale: *e.g.*, fewer personnel devoted to facility operations and administrative support because all functions are in the same location and reductions in research room staffs

because there would only be one large research room rather than many. However, in constructing this model, NARA shifted these positions and others from the museum, education, and public program staff to processing and other collection management functions to help meet the mandate for processing records more quickly. Finally, Model 4 is based on the construction standards reached in the Archives II construction, where the building efficiency is 80%, versus the 50% to 70% efficiencies attained in the newer Presidential Libraries. (Note: the lower efficiencies attained in the Presidential Libraries are not attributed to poorer construction standards, but to the need to provide spaces to meet all building needs, including large entrance lobbies, auditoriums, cafeterias, etc. Archives II is a larger building but has much less space devoted to these functions, primarily due to economies of scale.)

Model 1 contains several recommendations that can help to reduce the cost of the system as a whole. The recommendations to tighten the commitments of the Foundations for each Library will help reduce the burden on the Government. The change in how the endowment is calculated from the current method, which bases it on the program requirements of the NARA space – essentially 70,000 square feet per building – to the total size of the building that will be transferred to the Government, will have a substantial impact on the costs to operate the Libraries. If implemented, during the 75-year period it will generate over \$330 million in income, which in turn would reduce the operating expenses by 12% over that time period. (Income is estimated at 4% of the amount invested.) By modifying the Architectural and Design Standards to require that the Foundation space in the Library be restricted to those areas that only directly support the Library (versus the Foundation), NARA will reduce the size of the buildings and their operating costs.

## **CONCLUSION**

There is no more important question to consider in evaluating alternative models for Presidential Libraries than to know or decide who the system is designed to serve. The models laid out in this report provide very different experiences for very different groups of users. In evaluating this

report, the reader needs to consider how broad NARA's mission should be, what audiences should be served, and what their experience with a Presidential Library should be. The Presidential collections are among the most vital and valuable of our Nation's historical assets. We have no more important mission than to preserve and make them accessible to those who need them. There is a higher cost associated with making these collections accessible not only to a diverse constituency of scholars who discuss and analyze these records and their impact on future policy decisions, but also to an extended audience of museum visitors, middle and secondary school students, not to mention a vast number of curious citizens who visit our websites. Public conferences, museum exhibits, immersive educational experiences and content-rich websites require more staff, larger buildings, and greater funding at an increased cost to the Government and the Foundations.

Finally, we understand that Presidential Libraries are considered by some to be costly monuments to past Presidents. Others consider them to be vital links to the narrative of American history. Presidential Libraries are peculiarly and inalterably American institutions. In our open democracy we are free to judge our Presidents. That freedom to judge extends to the Presidential Libraries as they are now or in whatever form they may take in the future. Our mission, through our archival collections, education, and museum programs, is to ensure that these invaluable collections facilitate historical understanding of our national experience to the widest possible audience. Presidential Libraries help to shape our memories or knowledge of a certain period of time, individual Presidents and the institution of the Presidency. The core question in evaluating the future model of Presidential Libraries is to determine if this mission should be redefined.

## Appendix A

### Summary of Public Comments regarding Alternative Models for Presidential Libraries

Through Friday, May 22<sup>nd</sup>, 2009, 104 comments were received.

#### General Categories of Comments:

##### **Professional Societies and Public-Interest Groups**

This category of respondents provided NARA with nearly 9% of all comments received. These groups offered a variety of suggestions, but the majority urged that NARA find more effective and transparent ways to provide quicker access and availability to Presidential records, particularly through digital means. Respondents in this category provided detailed feedback concerning access issues handled by the Presidential Library system, with the primary areas of concern including the following issues:

- Providing for faster releases of Presidential records pursuant to FOIA requests.
- Further analysis of whether the centralization of Presidential records could speed processing.
- Further analysis of the 2007 report of the Public Interest Declassification Board (PIDB) when considering any alternative models for Presidential Libraries.
- The development of long-term technological plans that will enable NARA to use new technologies in the management of Presidential electronic records. Specifically, many of these organizations expressed concerns about the Electronic Records Archives' ability to handle processing electronic records.
- Several professional organizations and public interest groups questioned whether operating museums is part of NARA's core mission and advocated separating the museum function from the archival function as a cost-saving measure, which would not negatively impact access to records.
- Many of these respondents urged that when considering any alternative models for Presidential Libraries, NARA should carefully weigh the needs of future researchers and how archival description, preservation, and declassification would be affected by any changes.

##### **Community Partners, Civic Leaders, and Presidential Foundations**

Another 9% of all respondents comprised this category. These respondents discussed the importance of the educational benefits that their local Presidential Library provides to their community schools and the overall economic benefits their Library brings through jobs, publicity, etc. A survey of the comments includes the following:

- Community leaders cited the economic, cultural, and educational impact on the entire community. These respondents argued that the presence of the Library offers a unique cultural and educational asset that provides an important historical experience for locals and visitors alike. Many respondents cited economic data that details how the Libraries have impacted the surrounding communities.
- Respondents in this category noted that, in addition to providing vital economic benefits and increasing tourism revenue, the Library offers a sense of pride, connection, and identity for area residents.
- Presidential Foundations expressed a strong desire to keep the Presidential Libraries operating as they currently do, with the belief that the current model serves the Government and taxpayer well. This group noted the success of the public/private partnership and that Foundations provide critical financial support, creative resources, and staffing for their respective Presidential Libraries. The Foundations argued that in the current model they fund a variety of archival functions, including internships, research grants, digitization initiatives, marketing and public information projects, and nationally-recognized public programs. The Foundations argued that the increase in the endowment should significantly off-set operating expenses of Libraries in the future.

### **Educational Community**

This category of respondents comprised 41.5% of the total comments received and included principals, teachers, school librarians, and members of the homeschool community. Educators of all grade levels denoted the value of bringing Presidential history into local communities throughout our country. Specific comments included the following:

- Teachers lauded the archival resources and student programs in their local communities and cited the multiple field trips their schools participate in every year.
- Educators noted the research expertise of Library staff members and how educational programs offered by the Libraries support their curricula.
- Many respondents – including concerned parents of schoolchildren and members of homeschool associations – cited the value of their own individual experiences with the Libraries and expressed a desire for continued support of the current system. These parents and educators often discussed specific visits to the Libraries and the benefit of particular Presidential exhibits to their children’s development.
- Respondents in this group noted that without regional Presidential Libraries, many students located outside Washington, DC, and without the means to visit our nation’s Capital, would not have access to the valuable resources offered in the Libraries that help shape our understanding of our country, our democracy, and our political and cultural heritage.

### **Users of Presidential Libraries and Other Members of the General Public**

These comments comprised 40.5% of all responses. Respondents in this category included regular users of Presidential Libraries, former NARA employees, historians, and other members of the archival and library community. These suggestions reflect a wide range of feedback, including calls for centralization, increased digitization efforts, and appreciation for the educational and cultural opportunities afforded by Presidential Libraries. Comments in this category include the following:

- Many respondents encouraged NARA to make documents available electronically and to centralize the system as a cost-saving measure.
- Other members of the general public response group expressed their support for the public programming at the individual Libraries, including speakers and film series that would otherwise be unavailable in their communities.
- Some respondents expressed their view of the Libraries as monoliths to former Presidents and recommended that NARA not support the museum component of the program.
- Few respondents advocated a specific model; but instead, most offered commentary on digitization efforts and current educational opportunities.
- Individual members of the archival and library community offered a variety of opinions, almost all of which advocated digital initiatives as a priority. Many respondents agreed that centralization was the best option, both for cost-saving measures and for more efficient processing. Others noted the value of the research expertise offered by archivists at the individual Libraries and the importance of contact with original documents in traditional research settings.
- Several respondents from the archival community urged NARA to take more time in preparing the report, so that all stakeholders could have adequate time to respond.

## Appendix B

### Location of Presidential Papers and Libraries from Washington to Bush

**George Washington** –Library of Congress has 95% of extant Washington papers; also Huntington Library; Historical Societies of Virginia and Pennsylvania; Virginia State Library; Yale University; and the Detroit Public Library.

**John Adams** –Massachusetts Historical Society

**Thomas Jefferson** – Library of Congress; also University of Virginia; Massachusetts Historical Society; National Archives; Missouri Historical Society; Historical Society of Pennsylvania; College of William and Mary; Henry E. Huntington Library; American Philosophical Society; New York Historical Society; Virginia State Library; William Clements Library; Yale University; and other smaller repositories and private hands

**James Madison** – Library of Congress; also University of Virginia; Huntington Library; the Historical Societies of Virginia and Pennsylvania; New York Public Library; William L. Clements Library (U. of Michigan); and Princeton University

**James Monroe** – Library of Congress; also James Monroe Memorial Library; College of William and Mary; University of Virginia; and Virginia State libraries

**John Quincy Adams** – Massachusetts Historical Society

**Andrew Jackson** – Library of Congress; also Tennessee State Library; Tennessee Historical Society; Chicago Historical Society; New York Public Library; and New York Historical Society

**Martin Van Buren** – Library of Congress; also New York State Library; Columbia County Historical Society; Pierpont Morgan Library; and Massachusetts Historical Society

**William Henry Harrison** – almost all were lost in a fire that destroyed the Harrison home 1858, but friends sent material to the grandson, President Benjamin Harrison, which was then later donated to the Library of Congress. Other repositories include historical societies of Indiana, New York, Pennsylvania, Virginia, and Wisconsin; and the William Clements and University of North Carolina libraries.

**John Tyler** – Library of Congress; also College of William and Mary Library; Gardiner Family Papers at Yale University, Duke University, and Pierpont Morgan Library

**James Polk** – Library of Congress; also Chicago Historical Society; Yale University; and Tennessee State Libraries

**Zachary Taylor** – personal papers destroyed or dispersed in 1862, but Library of Congress accumulated items over the next 90 years; other surviving material wildly scattered among collectors, libraries, and historical societies

**Millard Fillmore** – Buffalo Historical Society and College of Oswego

**Franklin Pierce** – New Hampshire Historical Society; Henry E. Huntington Library; Library of Congress; Bowdoin College; William L. Clements Library; Concord Public Library; New York Public Library; and historical societies of New Jersey and Pennsylvania

**James Buchanan** – Historical Society of Pennsylvania; Lancaster County Historical Society; Franklin and Marshall College Library; Princeton University; Pierpont Morgan and Rutherford B. Hayes Libraries; New York Historical Society; and the Pennsylvania Historical and Museum Commission

**Abraham Lincoln** – Library of Congress; substantial collections at the Illinois Historical Society and Brown University

**Andrew Johnson** – Library of Congress; also Henry E. Huntington Library; and Tennessee State Library

**Ulysses S. Grant** – Library of Congress, Huntington Library; and New York Historical Society Library

**Rutherford B. Hayes** – Rutherford B. Hayes Memorial Library administered by the Ohio Historical Society and the Hayes Foundation

**James Garfield** – Library of Congress; also Ohio Historical Society; and Rutherford B. Hayes Library

**Chester A. Arthur** – bulk of papers are missing; Library of Congress (only 1,413 documents); also New York State Library; New York Historical Society; Boston Public and Rutherford B. Hayes Libraries

**Grover Cleveland** – Library of Congress; also Detroit Public Library; Buffalo Historical Society; New York Historical Society; Princeton University; and Pierpont Morgan Library

**Benjamin Harrison** – Library of Congress; also Indiana State Library; and the Rutherford B. Hayes Library

**William McKinley** – Library of Congress; also Western Reserve Historical Society in Cleveland; and Rutherford B. Hayes Library

**Theodore Roosevelt** – Library of Congress (over 275,000 items) making it one of the largest presidential collections with other important papers at Harvard University

**William Howard Taft** – Library of Congress (over 500,000 items) making it one of the most complete presidential collections in existence; also Yale University; Princeton University; Western Reserve University; and the Ohio Historical Society

**Woodrow Wilson** – Library of Congress; substantial collections at Princeton University; Columbia University; and the University of Virginia

**Warren G. Harding** – Ohio Historical Society

**Calvin Coolidge** – Library of Congress; substantial pre-presidential documents in the Calvin Coolidge Memorial Room of the Forbes Library, Massachusetts

**Herbert C. Hoover** – Hoover Institution Archives at Stanford University; when Mr. Hoover decided to establish a Presidential Library in accordance with the provisions of the Presidential Libraries Act of 1955, he offered all his public service and related papers to the Government. These papers were withdrawn from Stanford in 1962 and transferred to Herbert Hoover Presidential Library in West Branch, Iowa.

**Franklin D. Roosevelt** – Franklin D. Roosevelt Library and Museum in Hyde Park, New York, the first Presidential Library administered by the National Archives

**Harry S. Truman** – Harry S. Truman Library in Independence, Missouri

**Dwight D. Eisenhower** – Dwight D. Eisenhower Library in Abilene, Kansas

**John F. Kennedy** – John F. Kennedy Library in Boston, Massachusetts

**Lyndon B. Johnson** – Lyndon B. Johnson Library in Austin, Texas

**Richard M. Nixon** – Richard Nixon Library in Yorba Linda, California and the National Archives at College Park, Maryland (2007)

**Gerald R. Ford** – Gerald R. Ford Library in Ann Arbor, Michigan and the Gerald R. Ford Museum in Grand Rapids, Michigan

**Jimmy Carter** – the Jimmy Carter Library and Museum within the Jimmy Carter Center in Atlanta, Georgia

**Ronald W. Reagan** – Ronald Reagan Library in Simi Valley, California

**George Bush** – George Bush Library and Museum in College Station, Texas

**William J. Clinton** – William J. Clinton Library and Museum in Little Rock, Arkansas

**George W. Bush** – George W. Bush Library to be built on the campus of Southern Methodist University, Dallas, Texas

Sources: *Records of the Presidency: Presidential Papers and Libraries from Washington to Reagan* by Frank L. Schick with Renee Schick and Mark Carroll, (Oryx Press, Phoenix, AZ, 1989); and National Archives Presidential Libraries web sites

**Appendix C**  
**Presidential Library Costs and Improvements**<sup>26</sup>

**This appendix includes cost information relating to the construction of each Presidential Library operated by NARA as well as the source of funds for the design and construction of major renovations of or additions to Presidential Libraries. Information about major exhibit renovations paid for with private funds is also included. This appendix does not include future projects that are captured through the NARA Capital Improvements Plan.**

**I. Hoover Library**

**Dedication**

August 10, 1962

**Construction**

\$1,000,000, inflation factor, \$7,043,000

**Expansions/Renovations**

- A. 1965, design and addition of storage space  
Cost: \$900,000, private funding,
- B. 1969 and 1974/1975, design and addition of auditorium and other renovations  
Cost: \$1,074,000, Federal funding
- C. 1992, design, expansion, and remodeling of facility  
Cost: \$4.9 million, Federal funding  
\$1.6 million, private funding

**II. Roosevelt Library**

**Dedication**

July, 4, 1940

**Construction**

\$369,000, inflation factor, \$5,647,000

**Expansions/Renovations**

- A. 1971-1972, addition of Eleanor Roosevelt wings  
Cost: \$882,000, Federal funding  
\$769,000, private funding
- B. 1997-1998, construction of Visitor Center and renovation of Library north wing  
Cost: \$8,000,000, Federal (NARA) funding  
\$7,800,000, Federal (NPS) funding

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<sup>26</sup> The inflation factor is calculated using the Bureau of Labor Statistics, Consumer Price Index calculator.

\$3,050,000, private funding

- C. 2005, design of FDR renovation  
Cost: \$750,000, Federal funding
- D. 2008, complete design of FDR renovation  
Cost: \$750,000, Federal funding
- E. 2009, Phase 1 construction of FDR renovation  
Cost: \$17,500,000, Federal funding

### **III. Truman Library**

#### **Dedication**

July 6, 1957

#### **Construction**

\$1,670,000, inflation factor, \$12,641,424

#### **Expansions/Renovations**

- A. 1968, design and construction of east gallery  
Cost: \$1,000,000, Federal funding
- B. 1979, enclosure of courtyard, space for educational programs, office space, museum workshop, and space for holdings storage  
Cost: \$2,750,000, Federal funding
- C. 1997-1998, renovation of almost entire facility, including new permanent exhibit  
Cost: \$8,000,000, Federal funding  
\$2,400,000, private funding for infrastructure, design, fabrication, and installation of new exhibit
- D. 2008-2009, design and construction of Truman Working Office addition  
Cost: \$1,300,000, private funding

### **IV. Eisenhower Library**

#### **Dedication**

May 1, 1962

#### **Construction**

\$2,956,000, inflation factor, \$20,280,125

#### **Expansions/Renovations**

- A. 1966, construction of the Place of Meditation  
Cost: \$176,000, private funds
- B. 1971, museum expansion  
Cost: \$500,000, Federal funding
- C. 1975, construction of Visitor Center  
Cost: \$980,000, Federal funding
- D. 2002, renovation of library and museum stacks and new Presidential gallery  
Cost: \$1,288,000, Federal funding for infrastructure changes  
\$2,750,000, private funding for design, fabrication, and installation of new  
Presidential gallery exhibit

**V. Kennedy Library**

**Dedication**

October 20, 1979

**Construction**

\$18,000,000, inflation factor, \$52,737,768

**Expansions/Renovations**

- A. 1985, 1989, and 1991, construction of Smith Center, renovation of museum, and facility improvements  
Cost: \$17,300,000, Federal funding  
\$2,000,000, private funding
- B. 2001, repair of plaza, seawall  
Cost: \$6,610,000, Federal funding
- C. 2005, design of renovation and addition for holdings storage  
Cost: \$1,000,000, Federal funding
- D. 2006, design of renovation and addition for holdings storage  
Cost: \$990,000, Federal funding
- E. 2008, purchase of land and site work for addition for holdings storage  
Cost: \$8,000,000, Federal funding
- F. 2009, Phase 1 construction of addition for holdings storage  
Cost: \$22,000,000, Federal funding

## **VI. Johnson Library**

### **Dedication**

May 22, 1971

### **Construction**

\$10,000,000, inflation factor, \$52,520,740

### **Expansions/Renovations**

- A. 1980s, enclosure of courtyard by UT  
Cost: unknown, all borne by UT
  
- B. 2003, design, repair, and improvements of LBJ plaza  
Cost: \$3,250,000, Federal funding
  
- C. 2004, design, repair, and improvements of LBJ plaza  
Cost: \$5,000,000, Federal funding
  
- D. 2005, design, repair, and improvements of LBJ plaza  
Cost: \$2,000,000, Federal funding
  
- E. 2006, design, repair, and improvements of LBJ plaza  
Cost: \$990,000, Federal funding
  
- F. 2008, renovations and improvements to the LBJ plaza  
Cost: \$3,760,000, Federal funding
  
- G. 2009, further renovations and improvements to the LBJ plaza  
Cost: \$2,000,000, Federal funding

## **VII. Nixon Library**

### **Dedication**

July 19, 1990

Transferred to the Federal Government, July 11, 2007

### **Construction**

\$29,000,000, inflation factor, \$47,190,795

### **Expansion/Renovations**

- A. 2004, Loker Center addition  
Cost: \$14,000,000, private funding

- B. 2005-2006, design of addition for archival holdings  
Cost: \$647,580 Federal funding
- C. 2006, Federal community development grant to the Nixon Library Foundation for improvements to the Nixon Library  
Cost: \$2,000,000, Federal funding
- D. 2008-2009, construction of addition for archival holdings  
Cost: \$7,432,000, Federal funding

**VIII. Ford Library and Museum (Two separate facilities)**

**Dedication**

Library, April 27, 1981

Museum, September 18, 1981

**Construction**

\$11,400,000\*, inflation factor, \$26,676,376

\*Cost of both Library and Museum

**Expansions/Renovations**

- A. 2001-2002, addition to museum and renovation of existing space  
Cost: \$5,105,000, Federal funding  
\$250,000 private funding for Cabinet Room infrastructure  
\$500,000, private funding for Cabinet Room exhibit design, fabrication, and installation

**IX. Carter Library**

**Dedication**

October 1, 1986

**Construction**

\$26,000,000, inflation factor, \$50,460,164

**Expansions/Renovations**

- A. 2009, renovation and replacement of permanent exhibit  
Cost: \$10,000,000, private funding

**X. Reagan Library**

**Dedication**

November 4, 1991

**Construction**

\$42,000,000, inflation factor, \$65,593,083

**Expansions/Renovations**

- A. 2000, addition to facility and some modifications to existing structure  
Cost: \$8,000,000, Federal funding

**XI. George H. W. Bush Library**

**Dedication**

November 6, 1997

**Construction**

\$22,386,166, inflation factor, \$29,668,155

**Expansions/Renovations**

- A. 2007, renovation of permanent exhibit  
Cost: \$8,200,000, private funding

**XII. Clinton Library**

**Dedication**

November 18, 2004

**Construction**

\$36,000,000, inflation factor, \$40,537,448

**XIII. George W. Bush Library**

The Library currently operates in a temporary facility leased by NARA.

**Appendix D**  
**2008 Trust Fund Statement**

Library	Revenues	Operating Expense	Net Operating Income - (loss)	Interest Income	Other Income	Realized Gain on Investments	Unrealized Loss on Investments	Net Income - Loss
Hoover	\$180,000	(\$184,000)	(\$4,000)	\$10,000		\$2,000	(\$21,000)	(\$13,000)
Roosevelt	\$1,029,000	(\$895,000)	\$134,000	\$29,000		\$1,000	(\$83,000)	\$81,000
Truman	\$773,000	(\$577,000)	\$196,000	\$2,000		\$1,000	(\$1,000)	\$198,000
Eisenhower	\$440,000	(\$449,000)	(\$9,000)	\$7,000				(\$2,000)
Kennedy	\$3,353,000	(\$3,032,000)	\$321,000	\$179,000	\$165,000	\$7,000	(\$638,000)	\$34,000
Johnson	\$28,000	(\$144,000)	(\$116,000)	\$12,000	\$131,000		(\$17,000)	\$10,000
Nixon	\$278,000	(\$86,000)	\$192,000	\$4,000				\$196,000
Ford	\$507,000	(\$426,000)	\$81,000	\$18,000			(\$2,000)	\$97,000
Carter	\$378,000	(\$391,000)	(\$13,000)	\$2,000				(\$11,000)
Reagan	\$952,000	(\$937,000)	\$15,000	\$83,000		\$3,000	(\$143,000)	(\$42,000)
Bush	\$459,000	(\$348,000)	\$111,000	\$8,000	\$40,000		(\$18,000)	\$141,000
Clinton	\$596,000	(\$445,000)	\$151,000	\$92,000		\$3,000	(\$125,000)	\$121,000
Totals	\$8,973,000	(\$7,914,000)	\$1,059,000	\$446,000	\$336,000	\$17,000	(\$1,048,000)	\$810,000

## Appendix E Cost Analysis Spreadsheets

The Cost Analysis of the five models was performed in an effort to quantify how much funding each model might require under tightly controlled circumstances. The comparisons of the costs for the different models made an attempt to account for the changes recommended in the report for each model when compared to the current system. The process used was as follows:

1. After the model parameters were decided upon, standardized costs for the major cost components were developed using currently available NARA cost data to provide the services in similar systems.
2. Life Cycle Costs: This sheet develops the costs for each model plus the baseline (i.e., the existing system, with a 60% endowment as stipulated in the current law governing Presidential Libraries) for a 42 year period. The period is the two years prior to a president leaving office when the staff for the library starts to be hired and ends 40 years after the president leaves office. The yearly costs starting 40 years after leaving office were assumed to be constant. By that point the facility operation and costs had stabilized, with the only changes being major renovations. Renovations for the Government owned as well as the leased facilities had taken place in the time frame of 35 to 40 years. The facilities should not require major renovations until after the 75 year period of time, and no other changes that would impact the costs were envisioned. Consequently, the yearly cost to complete the full 75 year cycle used the 40<sup>th</sup> year costs for years 41 through 75. Notes showing where the specific numbers came from are on the Life Cycle Cost. The spreadsheet consisted of all of the major cost components identified in NARA's budget for the library system, and include: Program Costs, Move and Lease Build Out Costs, Operation and Maintenance (O&M) Costs, Overtime Utility Costs (24/7 utilities above the standard leased costs), Repair and Restoration Costs, and future Renovation costs. The Life Cycle Costs were developed in this format for the 40 year post presidency period (42 year total costs, to include the transition).
3. Model Costs: The Life Cycle cost table reflects the total for one library for each of the six conditions: baseline and Models One through Five. In order to accurately reflect the total 75 year cost for each of the six scenarios, the Model Cost spreadsheets were developed and reflect the funding for 10 presidencies, each starting at an 8 year interval.
4. Model Cost Totals by FY: These tables take the projected yearly costs for each model and show the costs by year and cumulative, permitting comparisons of the projected costs for each model when compared to the baseline.

This appendix contains the following tables which show baseline and model costs:

1. Model Cost Totals by Fiscal Year and Cumulative
2. NL Model Life Cycle Cost Estimate
3. Baseline
4. Model One
5. Model Two
6. Model Three
7. Model Four
8. Model Five

Model Cost Totals by Fiscal Year and Cumulative  
All cost figures (\$) in thousands (000)

		Baseline		Model One		Model Two		Model Three		Model Four		Model Five	
		Total by FY	Cumulative										
FY 2022		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$99,510	\$99,510	\$154,510	\$154,510
FY 2023		\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$524	\$99,510	\$99,510	\$524	\$155,034
FY 2024		\$1,112	\$1,636	\$1,112	\$1,636	\$1,112	\$1,636	\$1,112	\$1,636	\$1,112	\$100,622	\$1,112	\$156,146
FY 2025 election		\$8,995	\$10,631	\$8,995	\$10,631	\$8,995	\$10,631	\$8,995	\$10,631	\$3,225	\$103,847	\$6,682	\$162,828
FY 2026		\$6,316	\$16,947	\$6,316	\$16,947	\$6,316	\$16,947	\$6,316	\$16,947	\$4,159	\$108,006	\$8,863	\$171,691
FY 2027		\$6,316	\$23,263	\$6,316	\$23,263	\$6,316	\$23,263	\$6,316	\$23,263	\$4,159	\$112,166	\$8,863	\$180,554
FY 2028		\$6,316	\$29,579	\$6,316	\$29,579	\$6,316	\$29,579	\$6,316	\$29,579	\$4,159	\$116,325	\$8,863	\$189,416
FY 2029		\$6,316	\$35,895	\$6,316	\$35,895	\$6,316	\$35,895	\$6,316	\$35,895	\$4,159	\$120,485	\$8,863	\$198,279
FY 2030		\$6,634	\$42,529	\$6,634	\$42,529	\$8,265	\$44,160	\$8,265	\$44,160	\$4,159	\$124,644	\$8,863	\$207,142
FY 2031		\$7,035	\$49,564	\$5,853	\$48,382	\$7,228	\$51,388	\$6,404	\$50,564	\$4,745	\$129,390	\$9,559	\$216,701
FY 2032		\$7,623	\$57,187	\$6,441	\$54,822	\$7,816	\$59,205	\$6,992	\$57,556	\$5,333	\$134,723	\$10,147	\$226,847
FY 2033 election		\$15,506	\$72,693	\$14,324	\$69,146	\$15,699	\$74,904	\$14,875	\$72,432	\$7,446	\$142,170	\$12,260	\$239,107
FY 2034		\$12,827	\$85,521	\$11,645	\$80,790	\$11,645	\$87,924	\$12,196	\$84,628	\$8,381	\$150,551	\$13,194	\$252,301
FY 2035		\$12,827	\$98,348	\$11,645	\$92,435	\$13,020	\$100,945	\$12,196	\$96,824	\$8,381	\$158,932	\$13,194	\$265,496
FY 2036		\$13,017	\$111,365	\$11,835	\$104,270	\$13,123	\$114,068	\$12,321	\$109,145	\$8,381	\$167,312	\$13,194	\$278,690
FY 2037		\$13,017	\$124,382	\$11,835	\$116,104	\$13,123	\$127,191	\$12,321	\$121,466	\$8,381	\$175,693	\$13,194	\$291,884
FY 2038		\$13,335	\$137,718	\$12,153	\$128,257	\$15,072	\$142,264	\$14,270	\$135,737	\$8,381	\$184,074	\$13,194	\$305,078
FY 2039		\$13,736	\$151,454	\$11,371	\$139,629	\$14,036	\$156,299	\$12,409	\$148,146	\$8,967	\$193,041	\$13,780	\$318,858
FY 2040		\$14,324	\$165,779	\$11,959	\$151,588	\$14,624	\$170,923	\$12,997	\$161,143	\$9,555	\$202,596	\$14,368	\$333,227
FY 2041 election		\$22,207	\$187,986	\$19,842	\$171,430	\$22,615	\$193,538	\$20,880	\$182,024	\$11,668	\$214,264	\$16,481	\$349,708
FY 2042		\$19,528	\$207,515	\$17,163	\$188,594	\$19,936	\$213,474	\$18,201	\$200,225	\$12,602	\$226,866	\$17,416	\$367,124
FY 2043		\$19,528	\$227,043	\$17,163	\$205,757	\$19,936	\$233,410	\$18,201	\$218,427	\$12,602	\$239,469	\$17,416	\$384,539
FY 2044		\$19,719	\$246,762	\$17,353	\$223,110	\$20,039	\$253,448	\$18,326	\$236,753	\$12,602	\$252,071	\$17,416	\$401,955
FY 2045		\$19,719	\$266,480	\$17,353	\$240,464	\$20,039	\$273,487	\$18,326	\$255,079	\$12,602	\$264,674	\$17,416	\$419,371
FY 2046		\$20,037	\$286,517	\$17,671	\$258,135	\$22,101	\$295,589	\$20,275	\$275,355	\$12,602	\$277,276	\$17,416	\$436,786
FY 2047		\$20,438	\$306,955	\$16,890	\$275,026	\$16,890	\$316,653	\$18,415	\$293,769	\$13,188	\$290,464	\$18,002	\$454,788
FY 2048		\$21,026	\$327,980	\$17,478	\$292,504	\$21,653	\$338,306	\$19,003	\$312,772	\$13,776	\$304,241	\$18,590	\$473,378
FY 2049 election		\$28,909	\$356,889	\$25,361	\$317,865	\$29,644	\$367,950	\$26,886	\$339,658	\$15,889	\$320,130	\$20,703	\$494,080
FY 2050		\$26,230	\$383,119	\$22,682	\$340,547	\$26,965	\$394,915	\$24,207	\$363,864	\$16,824	\$336,954	\$21,637	\$515,717
FY 2051		\$26,230	\$409,349	\$22,682	\$363,229	\$27,466	\$422,380	\$24,207	\$388,071	\$16,824	\$353,778	\$21,637	\$537,355
FY 2052		\$26,420	\$435,769	\$22,872	\$386,101	\$27,569	\$449,949	\$24,332	\$412,402	\$16,824	\$370,602	\$21,637	\$558,992
FY 2053		\$26,420	\$462,188	\$22,872	\$408,973	\$27,569	\$477,518	\$24,332	\$436,734	\$16,824	\$387,425	\$21,637	\$580,629
FY 2054		\$26,738	\$488,926	\$23,190	\$432,164	\$29,631	\$507,149	\$26,281	\$463,015	\$16,824	\$404,249	\$21,637	\$602,266
FY 2055		\$27,139	\$516,065	\$22,409	\$454,572	\$28,595	\$535,744	\$24,420	\$487,434	\$17,410	\$421,659	\$22,223	\$624,489
FY 2056		\$27,727	\$543,792	\$22,997	\$477,569	\$29,471	\$565,215	\$25,008	\$512,442	\$17,998	\$439,657	\$22,811	\$647,300
FY 2057 election		\$35,610	\$579,403	\$30,880	\$508,449	\$37,462	\$602,677	\$32,891	\$545,333	\$20,111	\$459,768	\$24,924	\$672,224
FY 2058		\$32,931	\$612,334	\$28,201	\$536,650	\$34,783	\$637,461	\$30,212	\$575,545	\$21,045	\$480,813	\$25,859	\$698,083
FY 2059		\$32,931	\$645,265	\$28,201	\$564,851	\$35,284	\$672,745	\$30,212	\$605,757	\$21,045	\$501,858	\$25,859	\$723,942
FY 2060		\$33,121	\$678,386	\$28,391	\$593,242	\$35,387	\$708,132	\$30,337	\$636,093	\$21,045	\$522,904	\$25,859	\$749,800
FY 2061		\$33,121	\$711,507	\$28,391	\$621,633	\$35,387	\$743,519	\$30,337	\$666,430	\$120,555	\$643,459	\$125,369	\$875,169
FY 2062		\$33,439	\$744,946	\$28,709	\$650,342	\$37,450	\$780,969	\$32,286	\$698,716	\$21,045	\$664,504	\$25,859	\$901,027
FY 2063		\$33,840	\$778,787	\$27,928	\$678,269	\$36,413	\$817,382	\$30,425	\$729,141	\$21,631	\$686,136	\$26,445	\$927,472
FY 2064		\$34,428	\$813,215	\$28,516	\$706,785	\$37,290	\$854,671	\$31,013	\$760,154	\$22,219	\$708,355	\$27,033	\$954,505
FY 2065 election		\$66,955	\$880,170	\$61,042	\$767,827	\$45,281	\$899,952	\$55,696	\$815,850	\$34,748	\$743,103	\$58,042	\$1,012,546
FY 2066		\$39,632	\$919,803	\$33,720	\$801,547	\$42,602	\$942,554	\$36,217	\$852,067	\$25,267	\$768,370	\$30,080	\$1,042,626
FY 2067		\$39,632	\$959,435	\$33,720	\$835,267	\$43,103	\$985,656	\$36,217	\$888,284	\$25,267	\$793,637	\$30,080	\$1,072,706
FY 2068		\$39,823	\$999,258	\$33,910	\$869,176	\$43,206	\$1,028,862	\$36,342	\$924,626	\$25,267	\$818,903	\$30,080	\$1,102,786
FY 2069		\$39,823	\$1,039,080	\$33,910	\$903,086	\$43,206	\$1,072,067	\$36,342	\$960,968	\$25,267	\$844,170	\$30,080	\$1,132,866
FY 2070		\$40,141	\$1,079,221	\$34,228	\$937,314	\$45,268	\$1,117,336	\$38,291	\$999,259	\$25,267	\$869,437	\$30,080	\$1,162,947
FY 2071		\$40,542	\$1,119,762	\$33,446	\$970,760	\$44,231	\$1,161,567	\$36,430	\$1,035,689	\$25,853	\$895,290	\$30,666	\$1,193,613
FY 2072		\$41,130	\$1,160,892	\$34,034	\$1,004,794	\$45,108	\$1,206,675	\$37,018	\$1,072,707	\$26,441	\$921,731	\$31,254	\$1,224,867
FY 2073 election		\$73,656	\$1,234,548	\$66,561	\$1,071,356	\$53,099	\$1,259,774	\$61,701	\$1,134,409	\$38,970	\$960,700	\$43,783	\$1,268,650
FY 2074		\$46,334	\$1,280,882	\$39,238	\$1,110,594	\$50,420	\$1,310,194	\$42,222	\$1,176,631	\$29,488	\$990,189	\$34,302	\$1,302,951
FY 2075		\$46,334	\$1,327,216	\$39,238	\$1,149,832	\$50,921	\$1,361,115	\$42,222	\$1,218,853	\$29,488	\$1,019,677	\$34,302	\$1,337,253
FY 2076		\$46,524	\$1,373,740	\$39,428	\$1,189,261	\$51,024	\$1,412,139	\$42,347	\$1,261,200	\$29,488	\$1,049,165	\$34,302	\$1,371,554
FY 2077		\$46,524	\$1,420,263	\$39,428	\$1,228,689	\$51,024	\$1,463,163	\$42,347	\$1,303,548	\$29,488	\$1,078,653	\$34,302	\$1,405,856
FY 2078		\$46,842	\$1,467,105	\$39,746	\$1,268,436	\$53,087	\$1,516,250	\$44,296	\$1,347,844	\$29,488	\$1,108,141	\$34,302	\$1,440,157
FY 2079		\$47,243	\$1,514,348	\$38,965	\$1,307,401	\$52,050	\$1,568,300	\$42,435	\$1,390,279	\$30,074	\$1,138,216	\$34,888	\$1,475,045

Model Cost Totals by Fiscal Year and Cumulative  
All cost figures (\$) in thousands (000)

		Baseline		Model One		Model Two		Model Three		Model Four		Model Five	
		Total by FY	Cumulative										
FY	2080	\$47,831	\$1,562,179	\$39,553	\$1,346,954	\$52,926	\$1,621,226	\$43,023	\$1,433,303	\$30,662	\$1,168,878	\$35,476	\$1,510,520
FY	2081 election	\$80,358	\$1,642,537	\$72,080	\$1,419,034	\$60,918	\$1,682,144	\$67,706	\$1,501,009	\$43,191	\$1,212,069	\$48,005	\$1,558,525
FY	2082	\$53,035	\$1,695,572	\$44,757	\$1,463,791	\$58,239	\$1,740,383	\$48,227	\$1,549,236	\$33,710	\$1,245,779	\$38,523	\$1,597,048
FY	2083	\$53,035	\$1,748,607	\$44,757	\$1,508,548	\$58,739	\$1,799,122	\$48,227	\$1,597,464	\$33,710	\$1,279,488	\$38,523	\$1,635,571
FY	2084	\$53,225	\$1,801,832	\$44,947	\$1,553,495	\$58,842	\$1,857,964	\$48,352	\$1,645,816	\$33,710	\$1,313,198	\$38,523	\$1,674,094
FY	2085	\$53,225	\$1,855,057	\$44,947	\$1,598,442	\$58,842	\$1,916,807	\$48,352	\$1,694,169	\$33,710	\$1,346,908	\$38,523	\$1,712,617
FY	2086	\$53,543	\$1,908,600	\$45,265	\$1,643,708	\$60,905	\$1,977,712	\$50,301	\$1,744,470	\$33,710	\$1,380,617	\$38,523	\$1,751,140
FY	2087	\$53,944	\$1,962,545	\$44,484	\$1,688,191	\$59,868	\$2,037,580	\$48,441	\$1,792,911	\$34,296	\$1,414,913	\$39,109	\$1,790,249
FY	2088	\$54,532	\$2,017,077	\$45,072	\$1,733,263	\$60,745	\$2,098,325	\$49,029	\$1,841,939	\$34,884	\$1,449,797	\$39,697	\$1,829,946
FY	2089 election	\$87,059	\$2,104,136	\$77,599	\$1,810,862	\$68,736	\$2,167,061	\$73,712	\$1,915,651	\$47,413	\$1,497,209	\$52,226	\$1,882,172
FY	2090	\$59,736	\$2,163,872	\$50,276	\$1,861,138	\$66,057	\$2,233,118	\$54,233	\$1,969,883	\$37,931	\$1,535,141	\$42,744	\$1,924,916
FY	2091	\$59,736	\$2,223,608	\$50,276	\$1,911,413	\$66,558	\$2,299,676	\$54,233	\$2,024,116	\$37,931	\$1,573,072	\$42,744	\$1,967,661
FY	2092	\$59,926	\$2,283,535	\$50,466	\$1,961,879	\$66,661	\$2,366,337	\$54,358	\$2,078,474	\$37,931	\$1,611,003	\$42,744	\$2,010,405
FY	2093	\$59,926	\$2,343,461	\$50,466	\$2,012,345	\$66,661	\$2,432,998	\$54,358	\$2,132,831	\$37,931	\$1,648,934	\$42,744	\$2,053,149
FY	2094	\$60,244	\$2,403,706	\$50,784	\$2,063,129	\$68,723	\$2,501,721	\$56,307	\$2,189,138	\$37,931	\$1,686,865	\$42,744	\$2,095,894
FY	2095	\$60,646	\$2,464,351	\$50,003	\$2,113,132	\$67,687	\$2,569,408	\$54,446	\$2,243,584	\$38,517	\$1,725,382	\$43,330	\$2,139,224
FY	2096	\$61,234	\$2,525,585	\$50,591	\$2,163,723	\$68,563	\$2,637,971	\$55,034	\$2,298,617	\$39,105	\$1,764,487	\$43,918	\$2,183,143
FY	2097 election	\$93,760	\$2,619,345	\$83,117	\$2,246,840	\$76,554	\$2,714,526	\$79,717	\$2,378,334	\$51,634	\$1,816,122	\$56,447	\$2,239,590
FY	2098	\$66,438	\$2,685,783	\$55,795	\$2,302,635	\$73,875	\$2,788,401	\$60,238	\$2,438,572	\$42,153	\$1,858,274	\$46,966	\$2,286,556
FY	2099	\$66,438	\$2,752,221	\$55,795	\$2,358,429	\$74,376	\$2,862,778	\$60,238	\$2,498,810	\$42,153	\$1,900,427	\$46,966	\$2,333,522

NL Model Life Cycle Cost Estimate  
Model Cost Totals By FY  
All cost figures (\$) in thousands (000)

	Baseline Status Quo	Model One Status Quo ++	Model Two Leased	Model Three Provided	Model Four Centralized	Model Five Centralized with Museum
Building Size in sf	152,122	152,122 <sup>1</sup>	70,000 <sup>2</sup>	70,000 <sup>2</sup>	62,000 <sup>3</sup>	110,000
Efficiency Factor new building size				0.7 100,000		
Initial Construction Investment for 5 presidencies.					\$99,510 <sup>6</sup>	\$55,000 <sup>6</sup>
Year 40 Facility Expansion for an additional 5 presidencies.					\$99,510 <sup>6</sup>	
<b>A. Transition Period</b>						
-staff at -2 years	\$524 <sup>4</sup>	\$524 <sup>4</sup>	\$524 <sup>4</sup>	\$524 <sup>4</sup>	\$524 <sup>4</sup>	
-staff at -1 year	\$1,112 <sup>4</sup>	\$1,112 <sup>4</sup>	\$1,112 <sup>4</sup>	\$1,112 <sup>4</sup>	\$1,112 <sup>4</sup>	
-staff in last year in office	\$3,225 <sup>4</sup>	\$3,225 <sup>4</sup>	\$3,225 <sup>4</sup>	\$3,225 <sup>4</sup>	\$3,225 <sup>4</sup>	\$3,457 <sup>10</sup>
-staff savings for centralized facility	\$0	\$0	\$0	\$0	-\$90 <sup>5</sup>	
-Move/lease/build out	\$5,770 <sup>4</sup>	\$5,770 <sup>4</sup>	\$5,770 <sup>4</sup>	\$5,770 <sup>4</sup>	\$0	
-Centralized O&M @ \$10.33/sf	\$0	\$0	\$0	\$0	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
<b>Total Transition</b>	<b>\$10,631</b>	<b>\$10,631</b>	<b>\$10,631</b>	<b>\$10,631</b>	<b>\$5,411</b>	<b>\$4,593</b>
<b>B Years 2 - 6 Costs in Temporary Space; years 2 - 6 after leaving office</b>						
-base lease	\$1,766 <sup>8</sup>	\$1,766 <sup>8</sup>	\$1,766 <sup>8</sup>	\$1,766 <sup>8</sup>	\$0	
-O&M costs	\$0	\$0	\$0	\$0	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-guards	\$439 <sup>11</sup>	\$439 <sup>11</sup>	\$439 <sup>11</sup>	\$439 <sup>11</sup>	in O&M	
-leased O&M and taxes	\$364 <sup>12</sup>	\$364 <sup>12</sup>	\$364 <sup>12</sup>	\$364 <sup>12</sup>		
-add in 24/7 utilities	\$200 <sup>13</sup>	\$200 <sup>13</sup>	\$200 <sup>13</sup>	\$200 <sup>13</sup>		
-non renovation R&R @ 50%					\$62 <sup>14</sup>	\$110
subtotal per year	\$6,316	\$6,316	\$6,316	\$6,316	\$4,159	\$4,703
<b>Total years two through six</b>	<b>\$31,580</b>	<b>\$31,580</b>	<b>\$31,580</b>	<b>\$31,580</b>	<b>\$20,797</b>	<b>\$23,517</b>
<b>C. Move to Permanent Location</b>						
-move/build out	\$318 <sup>15</sup>	\$318 <sup>15</sup>	\$749 <sup>16</sup>	\$749 <sup>16</sup>		
-security & shelving replacement	by foundation	by foundation	\$1,200 <sup>17</sup>	\$1,200 <sup>17</sup>		
<b>Total Move to Permanent Space</b>	<b>\$318</b>	<b>\$318</b>	<b>\$1,949</b>	<b>\$1,949</b>	<b>\$0</b>	
<b>D. Costs per year: years 0 - 5 Permanent Space; years 6 - 10 after leaving office</b>						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0	\$0	\$0
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease	\$0	\$0	\$2,060 <sup>21</sup>	\$0	\$0	\$0
-leased operational costs	\$0	\$0	\$425 <sup>22</sup>	\$0	\$0	\$0
-add in 24/7 utilities	\$0	\$0	\$233 <sup>23</sup>	\$0	\$0	\$0
-guards	in O&M	in O&M	\$439 <sup>11</sup>	in O&M	in O&M	
-non renovation R&R @ 50%	\$190 <sup>14</sup>	\$190 <sup>14</sup>	\$0	\$125 <sup>14</sup>	\$0	\$0
-non renovation R&R @ 100%					\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>	\$0	\$0	\$0	\$0
subtotal costs per year	\$6,511	\$5,329	\$6,704	\$5,880	\$4,221	\$4,813
<b>Total years 0 through 5</b>	<b>\$32,556</b>	<b>\$26,643</b>	<b>\$33,522</b>	<b>\$29,401</b>	<b>\$21,107</b>	<b>\$24,067</b>
<b>E. Costs per year: years 6 - 10 Permanent Space; years 11 - 15 after leaving office</b>						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0	\$0	\$0
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease costs	\$0	\$0	\$2,060 <sup>21</sup>	\$0	\$0	\$0
-5% lease increase			\$103 <sup>26</sup>			
-leased operational costs			\$425 <sup>22</sup>			
-add in 24/7 utilities			\$233 <sup>23</sup>			
-guards	in O&M	in O&M	\$439 <sup>11</sup>	in O&M	in O&M	
-non renovation R&R @ 100%	\$380 <sup>24</sup>	\$380 <sup>24</sup>	\$0	\$250 <sup>24</sup>	\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>	\$0	\$0	\$0	\$0
subtotal costs per year	\$6,701	\$5,519	\$6,807	\$6,005	\$4,221	\$4,813
<b>Total years 6 - 10</b>	<b>\$33,507</b>	<b>\$27,594</b>	<b>\$34,037</b>	<b>\$30,026</b>	<b>\$21,107</b>	<b>\$24,067</b>

	Baseline Status Quo	Model One Status Quo ++	Model Two Leased	Model Three Provided	Model Four Centralized	Model Five Centralized with Museum
F. Costs per year: years 11-15 Permanent Space; years 16 - 20 after leaving office						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0		
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease costs	\$0	\$0	\$2,163 <sup>21</sup>	\$0		
-5% lease increase			\$108 <sup>26</sup>			
-leased operational costs			\$425 <sup>22</sup>			
-add in 24/7 utilities			\$233 <sup>23</sup>			
-guards	in O&M	in O&M	\$439 <sup>11</sup>	in O&M		
-non renovation R&R @ 100%	\$380 <sup>24</sup>	\$380 <sup>24</sup>	\$0	\$250 <sup>24</sup>	\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>				
subtotal costs per year	\$6,701	\$5,519	\$6,915	\$6,005	\$4,221	\$4,813
Total years 11 - 15	\$33,507	\$27,594	\$34,577	\$30,026	\$21,107	\$24,067
G. Costs per year: years 16-20 Permanent Space; years 21 - 25 after leaving office						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0		
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease costs	\$0	\$0	\$2,271 <sup>21</sup>	\$0		
-5% lease increase			\$114 <sup>26</sup>			
-leased operational costs			\$425 <sup>22</sup>			
-add in 24/7 utilities			\$233 <sup>23</sup>			
-guards	in O&M	in O&M	\$439 <sup>11</sup>	in O&M		
-non renovation R&R @ 100%	\$380 <sup>24</sup>	\$380 <sup>24</sup>	\$0	\$250 <sup>24</sup>	\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>				
subtotal costs per year	\$6,701	\$5,519	\$7,029	\$6,005	\$4,221	\$4,813
Total years 16 - 20	\$33,507	\$27,594	\$35,145	\$30,026	\$21,107	\$24,067
H. Costs per year: years 21 - 25 permanent space; years 26 - 30 after leaving office						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0		
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease costs	\$0	\$0	\$2,385 <sup>21</sup>	\$0		
-10% lease increase			\$238 <sup>27</sup>			
-leased operational costs			\$425 <sup>22</sup>			
-add in 24/7 utilities			\$233 <sup>23</sup>			
-guards	in O&M	in O&M	\$439 <sup>11</sup>	in O&M		
-non renovation R&R @ 100%	\$380 <sup>24</sup>	\$380 <sup>24</sup>	\$0	\$250 <sup>24</sup>	\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>				
subtotal costs per year	\$6,701	\$5,519	\$7,268	\$6,005	\$4,221	\$4,813
Total years 21 - 25	\$33,507	\$27,594	\$36,338	\$30,026	\$21,107	\$24,067
I. Costs per year: years 26 - 30 permanent space; years 31-35 after leaving office						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0		
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease costs	\$0	\$0	\$2,623 <sup>21</sup>	\$0		
-10% lease increase			\$262 <sup>27</sup>			
-leased operational costs			\$425 <sup>22</sup>			
-add in 24/7 utilities			\$233 <sup>23</sup>			
-guards	\$0	\$0	\$439 <sup>11</sup>	\$0		
-non renovation R&R @ 100%	\$380 <sup>24</sup>	\$380 <sup>24</sup>	\$0	\$250 <sup>24</sup>	\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>				
subtotal costs per year	\$6,701	\$5,519	\$7,530	\$6,005	\$4,221	\$4,813
Total years 26 - 30	\$33,507	\$27,594	\$37,649	\$30,026	\$21,107	\$24,067
J. Costs per year: years 31 - 35 permanent space; years 36 - 40 after leaving office						
-program costs	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,547 <sup>9</sup>	\$3,457 <sup>10</sup>	\$3,457 <sup>10</sup>
-add in education specialists	\$400 <sup>18</sup>	\$400 <sup>18</sup>	\$0	\$0		
-O&M costs	\$2,982 <sup>19</sup>	\$2,982 <sup>19</sup>	\$0	\$2,208 <sup>20</sup>	\$640 <sup>7</sup>	\$1,136 <sup>7</sup>
-base lease costs	\$0	\$0	\$2,886 <sup>21</sup>	\$0		
-10% lease increase			\$289 <sup>27</sup>			
-leased operational costs			\$425 <sup>22</sup>			
-add in 24/7 utilities			\$233 <sup>23</sup>			
-guards	\$0	\$0	\$439 <sup>11</sup>	\$0		
-non renovation R&R @ 100%	\$380 <sup>24</sup>	\$380 <sup>24</sup>	\$0	\$250 <sup>24</sup>	\$124 <sup>24</sup>	\$220 <sup>24</sup>
-endowment deduction @ 60%	-\$608 <sup>25</sup>	-\$1,791 <sup>25</sup>				
subtotal costs per year	\$6,701	\$5,519	\$7,818	\$6,005	\$4,221	\$4,813
Building renovation @ \$168/sf	\$24,644	\$24,644		\$16,800	\$10,416	\$18,480
Total years 31 - 35	\$58,150	\$52,238	\$39,092	\$46,826	\$31,523	\$42,547

	Baseline Status Quo	Model One Status Quo ++	Model Two Leased	Model Three Provided	Model Four Centralized	Model Five Centralized with Museum
Total Life Cycle From end of 2nd term to 40 years post term	\$300,768	\$259,378	\$294,520	\$270,517	\$184,376	\$215,055

Annual costs after 40 years are assumed to be steady at the year 40 annual costs for the lifetime of the facility.

The **Baseline** differs from **Model One** only in the calculation of the endowment. The Baseline uses the current interpretation: 60% applied to the 70,000 sf of NARA program space.

The Model One endowment uses the proposed change of 60% applied to the entire building - in this case 152,122 sf.

**Source of the Numbers. Unless otherwise stated, all numbers were provided by both Budget and Presidential Libraries.**

1. Clinton Library is basis for size and costs
2. Bush43 leased space plus 10,000 sf for research room.
3. Calculated need if located in All type space
4. Bush 43 FY2009 budget
5. Bush 43 cost for one facility manager not needed in a centralized facility.
6. Centralized Archives @ \$321/sf for 5 modules; Centralized Museum @ \$500/sf
7. From Budget (NAB): FY2009 All O&M costs/sf (calculated at \$10.33/sf) for All applied to sf needed for library
8. From Property Mgmt Branch (NASR): Bush 43 temp space lease cost per year (60,000 sf in temp space)
9. Bush 43 program costs
10. Bush 43 program costs less one facility manager
11. Bush 43 guard service for one year.
12. Bush 43 operating and tax costs for one year.
13. From NASR Contracting Officer: Bush 43 24/7 utility costs to be added to lease.
14. From Security Division (NAS): normal rate for repairs is \$2/sf; 50% applied for 1st five years in a facility.
15. Clinton 2004 move cost to permanent space escalated to FY2009
16. Clinton 2004 move costs plus Bush 43 temporary space build out costs
17. Bush 43 shelving and security system costs for temp space.
18. Estimated future personnel costs for education program.
19. Clinton FY2009 O&M budget
20. Blended rate using Bush 41 and Johnson Libraries. Ford costs do not appear to be replicable at other locations.
21. Bush 43 base lease rate applied to 70,000 sf facility vice 60,000.
22. Bush 43 tax and operating costs escalated for 70,000 sf facility
23. Bush 43 24/7 utilities escalated to 70,000 sf facility
24. NAS: full rate for major repairs applied after 5 years
25. Clinton construction costs escalated to FY2009; 60% endowment earning 4% per year
26. NAS CO: lease provides for opportunity to raise rates at 5 year periods. Predicted that lessor will raise rates 5%.
27. NAS CO: Predicts lessor will raise rates 10% to accomplish repairs normally covered by renovation.
28. Predicted renovation costs using AI renovation \$162/sf

**Note: The Museum option is for multiple presidencies. The museum option assumes that The Foundation of the National Archives - or one created just for the centralized museum of the presidency - would fully fund all exhibits and the construction of the exhibits. Staffing was assumed to be ten facilities personnel and 24 exhibit/education/support personnel. The museum would be operated by CFM plus guard contracts, all included in the O&M figure.**

Baseline  
 Donated Presidential Library with museum and public programs - current law and endowment interpretation  
 Model Cost Totals By FY - Baseline  
 All cost figures (\$) in thousands (000)

							Baseline Total by Year	Baseline Cumulative Total
FY 2022								
FY 2023	\$524						\$524	\$524
FY 2024	\$1,112						\$1,112	\$1,636
FY 2025 election	\$8,995						\$8,995	\$10,631
FY 2026	\$6,316						\$6,316	\$16,947
FY 2027	\$6,316						\$6,316	\$23,263
FY 2028	\$6,316						\$6,316	\$29,579
FY 2029	\$6,316						\$6,316	\$35,895
FY 2030	\$6,634						\$6,634	\$42,529
FY 2031	\$6,511	\$524					\$7,035	\$49,564
FY 2032	\$6,511	\$1,112					\$7,623	\$57,187
FY 2033 election	\$6,511	\$8,995					\$15,506	\$72,693
FY 2034	\$6,511	\$6,316					\$12,827	\$85,521
FY 2035	\$6,511	\$6,316					\$12,827	\$98,348
FY 2036	\$6,701	\$6,316					\$13,017	\$111,365
FY 2037	\$6,701	\$6,316					\$13,017	\$124,382
FY 2038	\$6,701	\$6,634					\$13,335	\$137,718
FY 2039	\$6,701	\$6,511	\$524				\$13,736	\$151,454
FY 2040	\$6,701	\$6,511	\$1,112				\$14,324	\$165,779
FY 2041 election	\$6,701	\$6,511	\$8,995				\$22,207	\$187,986
FY 2042	\$6,701	\$6,511	\$6,316				\$19,528	\$207,515
FY 2043	\$6,701	\$6,511	\$6,316				\$19,528	\$227,043
FY 2044	\$6,701	\$6,701	\$6,316				\$19,719	\$246,762
FY 2045	\$6,701	\$6,701	\$6,316				\$19,719	\$266,480
FY 2046	\$6,701	\$6,701	\$6,634				\$20,037	\$286,517
FY 2047	\$6,701	\$6,701	\$6,511	\$524			\$20,438	\$306,955
FY 2048	\$6,701	\$6,701	\$6,511	\$1,112			\$21,026	\$327,980
FY 2049 election	\$6,701	\$6,701	\$6,511	\$8,995			\$28,909	\$356,889
FY 2050	\$6,701	\$6,701	\$6,511	\$6,316			\$26,230	\$383,119
FY 2051	\$6,701	\$6,701	\$6,511	\$6,316			\$26,230	\$409,349
FY 2052	\$6,701	\$6,701	\$6,701	\$6,316			\$26,420	\$435,769
FY 2053	\$6,701	\$6,701	\$6,701	\$6,316			\$26,420	\$462,188
FY 2054	\$6,701	\$6,701	\$6,701	\$6,634			\$26,738	\$488,926
FY 2055	\$6,701	\$6,701	\$6,701	\$6,511	\$524		\$27,139	\$516,065
FY 2056	\$6,701	\$6,701	\$6,701	\$6,511	\$1,112		\$27,727	\$543,792
FY 2057 election	\$6,701	\$6,701	\$6,701	\$6,511	\$8,995		\$35,610	\$579,403
FY 2058	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316		\$32,931	\$612,334
FY 2059	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316		\$32,931	\$645,265
FY 2060	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316		\$33,121	\$678,386
FY 2061	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316		\$33,121	\$711,507
FY 2062	\$6,701	\$6,701	\$6,701	\$6,701	\$6,634		\$33,439	\$744,946
FY 2063	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$524	\$33,840	\$778,787
FY 2064	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$1,112	\$34,428	\$813,215
FY 2065 election	\$31,345	\$6,701	\$6,701	\$6,701	\$6,511	\$8,995	\$66,955	\$880,170

Baseline  
 Donated Presidential Library with museum and public programs - current law and endowment interpretation  
 Model Cost Totals By FY - Baseline  
 All cost figures (\$) in thousands (000)

										Baseline	Baseline	
										Total by Year	Cumulative Total	
FY 2066		\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316			\$39,632	\$919,803	
FY 2067		\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316			\$39,632	\$959,435	
FY 2068		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316			\$39,823	\$999,258	
FY 2069		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316			\$39,823	\$1,039,080	
FY 2070		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,634			\$40,141	\$1,079,221	
FY 2071		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$524		\$40,542	\$1,119,762	
FY 2072		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$1,112		\$41,130	\$1,160,892	
FY 2073 election		\$6,701	\$31,345	\$6,701	\$6,701	\$6,701	\$6,511	\$8,995		\$73,656	\$1,234,548	
FY 2074		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316		\$46,334	\$1,280,882	
FY 2075		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316		\$46,334	\$1,327,216	
FY 2076		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316		\$46,524	\$1,373,740	
FY 2077		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316		\$46,524	\$1,420,263	
FY 2078		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,634		\$46,842	\$1,467,105	
FY 2079		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$524	\$47,243	\$1,514,348	
FY 2080		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$1,112	\$47,831	\$1,562,179	
FY 2081 election		\$6,701	\$6,701	\$31,345	\$6,701	\$6,701	\$6,701	\$6,511	\$8,995	\$80,358	\$1,642,537	
FY 2082		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316	\$53,035	\$1,695,572	
FY 2083		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316	\$53,035	\$1,748,607	
FY 2084		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316	\$53,225	\$1,801,832	
FY 2085		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316	\$53,225	\$1,855,057	
FY 2086		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,634	\$53,543	\$1,908,600	
FY 2087		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$524	\$1,962,545	
FY 2088		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$1,112	\$2,017,077	
FY 2089 election		\$6,701	\$6,701	\$6,701	\$31,345	\$6,701	\$6,701	\$6,701	\$6,511	\$8,995	\$87,059	\$2,104,136
FY 2090		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316	\$59,736	\$2,163,872
FY 2091		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316	\$59,736	\$2,223,608
FY 2092		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316	\$59,926	\$2,283,535
FY 2093		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,316	\$59,926	\$2,343,461
FY 2094		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,634		\$60,244	\$2,403,706
FY 2095		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$524	\$60,646	\$2,464,351
FY 2096		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$1,112	\$61,234	\$2,525,585
FY 2097 election		\$6,701	\$6,701	\$6,701	\$6,701	\$31,345	\$6,701	\$6,701	\$6,511	\$8,995	\$93,760	\$2,619,345
FY 2098		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316	\$66,438	\$2,685,783
FY 2099		\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$6,316	\$66,438	\$2,752,221

Model One  
 Status Quo - Donated Presidential Library with museum and public programs  
 Model Cost Totals by FY - Model One  
 All cost figures (\$) in thousands (000)

							Model One	Model One
							Total by Year	Cumulative Total
FY	2022							
FY	2023	\$524				\$524	\$524	
FY	2024	\$1,112				\$1,112	\$1,636	
FY	2025 election	\$8,995				\$8,995	\$10,631	
FY	2026	\$6,316				\$6,316	\$16,947	
FY	2027	\$6,316				\$6,316	\$23,263	
FY	2028	\$6,316				\$6,316	\$29,579	
FY	2029	\$6,316				\$6,316	\$35,895	
FY	2030	\$6,634				\$6,634	\$42,529	
FY	2031	\$5,329	\$524			\$5,853	\$48,382	
FY	2032	\$5,329	\$1,112			\$6,441	\$54,822	
FY	2033 election	\$5,329	\$8,995			\$14,324	\$69,146	
FY	2034	\$5,329	\$6,316			\$11,645	\$80,790	
FY	2035	\$5,329	\$6,316			\$11,645	\$92,435	
FY	2036	\$5,519	\$6,316			\$11,835	\$104,270	
FY	2037	\$5,519	\$6,316			\$11,835	\$116,104	
FY	2038	\$5,519	\$6,634			\$12,153	\$128,257	
FY	2039	\$5,519	\$5,329	\$524		\$11,371	\$139,629	
FY	2040	\$5,519	\$5,329	\$1,112		\$11,959	\$151,588	
FY	2041 election	\$5,519	\$5,329	\$8,995		\$19,842	\$171,430	
FY	2042	\$5,519	\$5,329	\$6,316		\$17,163	\$188,594	
FY	2043	\$5,519	\$5,329	\$6,316		\$17,163	\$205,757	
FY	2044	\$5,519	\$5,519	\$6,316		\$17,353	\$223,110	
FY	2045	\$5,519	\$5,519	\$6,316		\$17,353	\$240,464	
FY	2046	\$5,519	\$5,519	\$6,634		\$17,671	\$258,135	
FY	2047	\$5,519	\$5,519	\$5,329	\$524	\$16,890	\$275,026	
FY	2048	\$5,519	\$5,519	\$5,329	\$1,112	\$17,478	\$292,504	
FY	2049 election	\$5,519	\$5,519	\$5,329	\$8,995	\$25,361	\$317,865	
FY	2050	\$5,519	\$5,519	\$5,329	\$6,316	\$22,682	\$340,547	
FY	2051	\$5,519	\$5,519	\$5,329	\$6,316	\$22,682	\$363,229	
FY	2052	\$5,519	\$5,519	\$5,519	\$6,316	\$22,872	\$386,101	
FY	2053	\$5,519	\$5,519	\$5,519	\$6,316	\$22,872	\$408,973	
FY	2054	\$5,519	\$5,519	\$5,519	\$6,634	\$23,190	\$432,164	
FY	2055	\$5,519	\$5,519	\$5,519	\$5,329	\$22,409	\$454,572	
FY	2056	\$5,519	\$5,519	\$5,519	\$5,329	\$1,112	\$477,569	
FY	2057 election	\$5,519	\$5,519	\$5,519	\$5,329	\$8,995	\$30,880	\$508,449
FY	2058	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$28,201	\$536,650
FY	2059	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$28,201	\$564,851
FY	2060	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$28,391	\$593,242
FY	2061	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$28,391	\$621,633
FY	2062	\$5,519	\$5,519	\$5,519	\$5,519	\$6,634	\$28,709	\$650,342
FY	2063	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$27,928	\$678,269

Model One  
 Status Quo - Donated Presidential Library with museum and public programs  
 Model Cost Totals by FY - Model One  
 All cost figures (\$) in thousands (000)

										Model One	Model One		
										Total by Year	Cumulative Total		
FY	2064	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$1,112			\$28,516	\$706,785		
FY	2065 election	\$30,163	\$5,519	\$5,519	\$5,519	\$5,329	\$8,995			\$61,042	\$767,827		
FY	2066	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316			\$33,720	\$801,547		
FY	2067	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316			\$33,720	\$835,267		
FY	2068	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316			\$33,910	\$869,176		
FY	2069	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316			\$33,910	\$903,086		
FY	2070	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,634			\$34,228	\$937,314		
FY	2071	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$524		\$33,446	\$970,760		
FY	2072	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$1,112		\$34,034	\$1,004,794		
FY	2073 election	\$5,519	\$30,163	\$5,519	\$5,519	\$5,519	\$5,329	\$8,995		\$66,561	\$1,071,356		
FY	2074	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316		\$39,238	\$1,110,594		
FY	2075	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316		\$39,238	\$1,149,832		
FY	2076	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316		\$39,428	\$1,189,261		
FY	2077	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316		\$39,428	\$1,228,689		
FY	2078	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,634		\$39,746	\$1,268,436		
FY	2079	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$524	\$38,965	\$1,307,401		
FY	2080	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$1,112	\$39,553	\$1,346,954		
FY	2081 election	\$5,519	\$5,519	\$30,163	\$5,519	\$5,519	\$5,519	\$5,329	\$8,995	\$72,080	\$1,419,034		
FY	2082	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$44,757	\$1,463,791		
FY	2083	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$44,757	\$1,508,548		
FY	2084	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$44,947	\$1,553,495		
FY	2085	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$44,947	\$1,598,442		
FY	2086	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,634	\$45,265	\$1,643,708		
FY	2087	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$524	\$44,484	\$1,688,191	
FY	2088	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$1,112	\$45,072	\$1,733,263	
FY	2089 election	\$5,519	\$5,519	\$5,519	\$30,163	\$5,519	\$5,519	\$5,519	\$5,329	\$8,995	\$77,599	\$1,810,862	
FY	2090	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$50,276	\$1,861,138	
FY	2091	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$50,276	\$1,911,413	
FY	2092	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$50,466	\$1,961,879	
FY	2093	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$50,466	\$2,012,345	
FY	2094	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$6,634	\$50,784	\$2,063,129	
FY	2095	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$524	\$50,003	\$2,113,132	
FY	2096	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$1,112	\$50,591	\$2,163,723	
FY	2097 election	\$5,519	\$5,519	\$5,519	\$5,519	\$30,163	\$5,519	\$5,519	\$5,519	\$5,329	\$8,995	\$83,117	\$2,246,840
FY	2098	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$55,795	\$2,302,635	
FY	2099	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$55,795	\$2,358,429	

Model Two  
Leased Space - no museum or public programs  
Model Cost Totals By FY - Model Two  
All cost figures (\$) in thousands (000)

								Model Two Total by Year	Model Two Cumulative Total
FY 2023		\$524						\$524	\$524
FY 2024		\$1,112						\$1,112	\$1,636
FY 2025 election		\$8,995						\$8,995	\$10,631
FY 2026		\$6,316						\$6,316	\$16,947
FY 2027		\$6,316						\$6,316	\$23,263
FY 2028		\$6,316						\$6,316	\$29,579
FY 2029		\$6,316						\$6,316	\$35,895
FY 2030		\$8,265						\$8,265	\$44,160
FY 2031		\$6,704	\$524					\$7,228	\$51,388
FY 2032		\$6,704	\$1,112					\$7,816	\$59,205
FY 2033 election		\$6,704	\$8,995					\$15,699	\$74,904
FY 2034		\$6,704	\$6,316					\$13,020	\$87,924
FY 2035		\$6,704	\$6,316					\$13,020	\$100,945
FY 2036		\$6,807	\$6,316					\$13,123	\$114,068
FY 2037		\$6,807	\$6,316					\$13,123	\$127,191
FY 2038		\$6,807	\$8,265					\$15,072	\$142,264
FY 2039		\$6,807	\$6,704	\$524				\$14,036	\$156,299
FY 2040		\$6,807	\$6,704	\$1,112				\$14,624	\$170,923
FY 2041 election		\$6,915	\$6,704	\$8,995				\$22,615	\$193,538
FY 2042		\$6,915	\$6,704	\$6,316				\$19,936	\$213,474
FY 2043		\$6,915	\$6,704	\$6,316				\$19,936	\$233,410
FY 2044		\$6,915	\$6,807	\$6,316				\$20,039	\$253,448
FY 2045		\$6,915	\$6,807	\$6,316				\$20,039	\$273,487
FY 2046		\$7,029	\$6,807	\$8,265				\$22,101	\$295,589
FY 2047		\$7,029	\$6,807	\$6,704	\$524			\$21,065	\$316,653
FY 2048		\$7,029	\$6,807	\$6,704	\$1,112			\$21,653	\$338,306
FY 2049 election		\$7,029	\$6,915	\$6,704	\$8,995			\$29,644	\$367,950
FY 2050		\$7,029	\$6,915	\$6,704	\$6,316			\$26,965	\$394,915
FY 2051		\$7,530	\$6,915	\$6,704	\$6,316			\$27,466	\$422,380
FY 2052		\$7,530	\$6,915	\$6,807	\$6,316			\$27,569	\$449,949
FY 2053		\$7,530	\$6,915	\$6,807	\$6,316			\$27,569	\$477,518
FY 2054		\$7,530	\$7,029	\$6,807	\$8,265			\$29,631	\$507,149
FY 2055		\$7,530	\$7,029	\$6,807	\$6,704	\$524		\$28,595	\$535,744
FY 2056		\$7,818	\$7,029	\$6,807	\$6,704	\$1,112		\$29,471	\$565,215
FY 2057 election		\$7,818	\$7,029	\$6,915	\$6,704	\$8,995		\$37,462	\$602,677
FY 2058		\$7,818	\$7,029	\$6,915	\$6,704	\$6,316		\$34,783	\$637,461
FY 2059		\$7,818	\$7,530	\$6,915	\$6,704	\$6,316		\$35,284	\$672,745
FY 2060		\$7,818	\$7,530	\$6,915	\$6,807	\$6,316		\$35,387	\$708,132
FY 2061		\$7,818	\$7,530	\$6,915	\$6,807	\$6,316		\$35,387	\$743,519
FY 2062		\$7,818	\$7,530	\$7,029	\$6,807	\$8,265		\$37,450	\$780,969
FY 2063		\$7,818	\$7,530	\$7,029	\$6,807	\$6,704	\$524	\$36,413	\$817,382
FY 2064		\$7,818	\$7,818	\$7,029	\$6,807	\$6,704	\$1,112	\$37,290	\$854,671

Model Two  
Leased Space - no museum or public programs  
Model Cost Totals By FY - Model Two  
All cost figures (\$) in thousands (000)

										Model Two	Model Two		
										Total by Year	Cumulative Total		
FY 2065	election	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$8,995			\$45,281	\$899,952		
FY 2066		\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$6,316			\$42,602	\$942,554		
FY 2067		\$7,818	\$7,818	\$7,530	\$6,915	\$6,704	\$6,316			\$43,103	\$985,656		
FY 2068		\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316			\$43,206	\$1,028,862		
FY 2069		\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316			\$43,206	\$1,072,067		
FY 2070		\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$8,265			\$45,268	\$1,117,336		
FY 2071		\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$6,704	\$524		\$44,231	\$1,161,567		
FY 2072		\$7,818	\$7,818	\$7,818	\$7,029	\$6,807	\$6,704	\$1,112		\$45,108	\$1,206,675		
FY 2073	election	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$8,995		\$53,099	\$1,259,774		
FY 2074		\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$6,316		\$50,420	\$1,310,194		
FY 2075		\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,704	\$6,316		\$50,921	\$1,361,115		
FY 2076		\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316		\$51,024	\$1,412,139		
FY 2077		\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316		\$51,024	\$1,463,163		
FY 2078		\$7,818	\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$8,265		\$53,087	\$1,516,250		
FY 2079		\$7,818	\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$6,704	\$524	\$52,050	\$1,568,300		
FY 2080		\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,807	\$6,704	\$1,112	\$52,926	\$1,621,226		
FY 2081	election	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$8,995	\$60,918	\$1,682,144		
FY 2082		\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$6,316	\$58,239	\$1,740,383		
FY 2083		\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,704	\$6,316	\$58,739	\$1,799,122		
FY 2084		\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316	\$58,842	\$1,857,964		
FY 2085		\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316	\$58,842	\$1,916,807		
FY 2086		\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$8,265	\$60,905	\$1,977,712		
FY 2087		\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$6,704	\$524	\$59,868	\$2,037,580	
FY 2088		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,807	\$6,704	\$1,112	\$60,745	\$2,098,325	
FY 2089	election	\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$8,995	\$68,736	\$2,167,061	
FY 2090		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$6,316	\$66,057	\$2,233,118	
FY 2091		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,704	\$6,316	\$66,558	\$2,299,676	
FY 2092		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316	\$66,661	\$2,366,337	
FY 2093		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,807	\$6,316	\$66,661	\$2,432,998	
FY 2094		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$8,265	\$68,723	\$2,501,721	
FY 2095		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$7,029	\$6,807	\$6,704	\$524	\$67,687	\$2,569,408
FY 2096		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,807	\$6,704	\$1,112	\$68,563	\$2,637,971
FY 2097	election	\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$8,995	\$76,554	\$2,714,526
FY 2098		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,029	\$6,915	\$6,704	\$6,316	\$73,875	\$2,788,401
FY 2099		\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,818	\$7,530	\$6,915	\$6,704	\$6,316	\$74,376	\$2,862,778
										\$0		\$2,862,778	

Model Three  
 Provided Space - no museum or public programs  
 Model Cost Totals By FY - Model Three  
 All cost figures (\$) in thousands (000)

							Model Three Total by Year	Model Three Cumulative Total
FY 2023		\$524					\$524	\$524
FY 2024		\$1,112					\$1,112	\$1,636
FY 2025	election	\$8,995					\$8,995	\$10,631
FY 2026		\$6,316					\$6,316	\$16,947
FY 2027		\$6,316					\$6,316	\$23,263
FY 2028		\$6,316					\$6,316	\$29,579
FY 2029		\$6,316					\$6,316	\$35,895
FY 2030		\$8,265					\$8,265	\$44,160
FY 2031		\$5,880	\$524				\$6,404	\$50,564
FY 2032		\$5,880	\$1,112				\$6,992	\$57,556
FY 2033	election	\$5,880	\$8,995				\$14,875	\$72,432
FY 2034		\$5,880	\$6,316				\$12,196	\$84,628
FY 2035		\$5,880	\$6,316				\$12,196	\$96,824
FY 2036		\$6,005	\$6,316				\$12,321	\$109,145
FY 2037		\$6,005	\$6,316				\$12,321	\$121,466
FY 2038		\$6,005	\$8,265				\$14,270	\$135,737
FY 2039		\$6,005	\$5,880	\$524			\$12,409	\$148,146
FY 2040		\$6,005	\$5,880	\$1,112			\$12,997	\$161,143
FY 2041	election	\$6,005	\$5,880	\$8,995			\$20,880	\$182,024
FY 2042		\$6,005	\$5,880	\$6,316			\$18,201	\$200,225
FY 2043		\$6,005	\$5,880	\$6,316			\$18,201	\$218,427
FY 2044		\$6,005	\$6,005	\$6,316			\$18,326	\$236,753
FY 2045		\$6,005	\$6,005	\$6,316			\$18,326	\$255,079
FY 2046		\$6,005	\$6,005	\$8,265			\$20,275	\$275,355
FY 2047		\$6,005	\$6,005	\$5,880	\$524		\$18,415	\$293,769
FY 2048		\$6,005	\$6,005	\$5,880	\$1,112		\$19,003	\$312,772
FY 2049	election	\$6,005	\$6,005	\$5,880	\$8,995		\$26,886	\$339,658
FY 2050		\$6,005	\$6,005	\$5,880	\$6,316		\$24,207	\$363,864
FY 2051		\$6,005	\$6,005	\$5,880	\$6,316		\$24,207	\$388,071
FY 2052		\$6,005	\$6,005	\$6,005	\$6,316		\$24,332	\$412,402
FY 2053		\$6,005	\$6,005	\$6,005	\$6,316		\$24,332	\$436,734
FY 2054		\$6,005	\$6,005	\$6,005	\$8,265		\$26,281	\$463,015
FY 2055		\$6,005	\$6,005	\$6,005	\$5,880	\$524	\$24,420	\$487,434
FY 2056		\$6,005	\$6,005	\$6,005	\$5,880	\$1,112	\$25,008	\$512,442
FY 2057	election	\$6,005	\$6,005	\$6,005	\$5,880	\$8,995	\$32,891	\$545,333
FY 2058		\$6,005	\$6,005	\$6,005	\$5,880	\$6,316	\$30,212	\$575,545
FY 2059		\$6,005	\$6,005	\$6,005	\$5,880	\$6,316	\$30,212	\$605,757
FY 2060		\$6,005	\$6,005	\$6,005	\$6,005	\$6,316	\$30,337	\$636,093
FY 2061		\$6,005	\$6,005	\$6,005	\$6,005	\$6,316	\$30,337	\$666,430
FY 2062		\$6,005	\$6,005	\$6,005	\$6,005	\$8,265	\$32,286	\$698,716
FY 2063		\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$30,425	\$729,141
FY 2064		\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$31,013	\$760,154

Model Three  
 Provided Space - no museum or public programs  
 Model Cost Totals By FY - Model Three  
 All cost figures (\$) in thousands (000)

											Model Three Total by Year	Model Three Cumulative Total	
FY 2065	election	\$22,805	\$6,005	\$6,005	\$6,005	\$5,880	\$8,995					\$55,696	\$815,850
FY 2066		\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316					\$36,217	\$852,067
FY 2067		\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316					\$36,217	\$888,284
FY 2068		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316					\$36,342	\$924,626
FY 2069		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316					\$36,342	\$960,968
FY 2070		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$8,265					\$38,291	\$999,259
FY 2071		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$524				\$36,430	\$1,035,689
FY 2072		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$1,112				\$37,018	\$1,072,707
FY 2073	election	\$6,005	\$22,805	\$6,005	\$6,005	\$6,005	\$5,880	\$8,995				\$61,701	\$1,134,409
FY 2074		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316				\$42,222	\$1,176,631
FY 2075		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316				\$42,222	\$1,218,853
FY 2076		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316				\$42,347	\$1,261,200
FY 2077		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316				\$42,347	\$1,303,548
FY 2078		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$8,265				\$44,296	\$1,347,844
FY 2079		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$524			\$42,435	\$1,390,279
FY 2080		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$1,112			\$43,023	\$1,433,303
FY 2081	election	\$6,005	\$6,005	\$22,805	\$6,005	\$6,005	\$6,005	\$5,880	\$8,995			\$67,706	\$1,501,009
FY 2082		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316			\$48,227	\$1,549,236
FY 2083		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316			\$48,227	\$1,597,464
FY 2084		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316			\$48,352	\$1,645,816
FY 2085		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316			\$48,352	\$1,694,169
FY 2086		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$8,265			\$50,301	\$1,744,470
FY 2087		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$524		\$48,441	\$1,792,911
FY 2088		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$1,112		\$49,029	\$1,841,939
FY 2089	election	\$6,005	\$6,005	\$6,005	\$22,805	\$6,005	\$6,005	\$6,005	\$5,880	\$8,995		\$73,712	\$1,915,651
FY 2090		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316		\$54,233	\$1,969,883
FY 2091		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316		\$54,233	\$2,024,116
FY 2092		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316		\$54,358	\$2,078,474
FY 2093		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,316		\$54,358	\$2,132,831
FY 2094		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$8,265		\$56,307	\$2,189,138
FY 2095		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$524		\$54,446	\$2,243,584
FY 2096		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$1,112	\$55,034	\$2,298,617
FY 2097	election	\$6,005	\$6,005	\$6,005	\$6,005	\$22,805	\$6,005	\$6,005	\$6,005	\$5,880	\$8,995	\$79,717	\$2,378,334
FY 2098		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316	\$60,238	\$2,438,572
FY 2099		\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$6,005	\$5,880	\$6,316	\$60,238	\$2,498,810
												\$0	\$2,498,810

Model Four  
Centralized Archives - no museum or public programs  
Model Cost Totals By FY - Model Three  
All cost figures (\$) in thousands (000)

								Model Four	Model Four	
								Total by Year	Cumulative Total	
FY	2022	\$99,510	construction cost for centralized archives.					\$99,510	\$99,510	
FY	2023	\$524	2nd module costs are in fy2061					\$524	\$99,510	
FY	2024	\$1,112						\$1,112	\$100,622	
FY	2025 election	\$3,225						\$3,225	\$103,847	
FY	2026	\$4,159						\$4,159	\$108,006	
FY	2027	\$4,159						\$4,159	\$112,166	
FY	2028	\$4,159						\$4,159	\$116,325	
FY	2029	\$4,159						\$4,159	\$120,485	
FY	2030	\$4,159						\$4,159	\$124,644	
FY	2031	\$4,221	\$524					\$4,745	\$129,390	
FY	2032	\$4,221	\$1,112					\$5,333	\$134,723	
FY	2033 election	\$4,221	\$3,225					\$7,446	\$142,170	
FY	2034	\$4,221	\$4,159					\$8,381	\$150,551	
FY	2035	\$4,221	\$4,159					\$8,381	\$158,932	
FY	2036	\$4,221	\$4,159					\$8,381	\$167,312	
FY	2037	\$4,221	\$4,159					\$8,381	\$175,693	
FY	2038	\$4,221	\$4,159					\$8,381	\$184,074	
FY	2039	\$4,221	\$4,221	\$524				\$8,967	\$193,041	
FY	2040	\$4,221	\$4,221	\$1,112				\$9,555	\$202,596	
FY	2041 election	\$4,221	\$4,221	\$3,225				\$11,668	\$214,264	
FY	2042	\$4,221	\$4,221	\$4,159				\$12,602	\$226,866	
FY	2043	\$4,221	\$4,221	\$4,159				\$12,602	\$239,469	
FY	2044	\$4,221	\$4,221	\$4,159				\$12,602	\$252,071	
FY	2045	\$4,221	\$4,221	\$4,159				\$12,602	\$264,674	
FY	2046	\$4,221	\$4,221	\$4,159				\$12,602	\$277,276	
FY	2047	\$4,221	\$4,221	\$4,221	\$524			\$13,188	\$290,464	
FY	2048	\$4,221	\$4,221	\$4,221	\$1,112			\$13,776	\$304,241	
FY	2049 election	\$4,221	\$4,221	\$4,221	\$3,225			\$15,889	\$320,130	
FY	2050	\$4,221	\$4,221	\$4,221	\$4,159			\$16,824	\$336,954	
FY	2051	\$4,221	\$4,221	\$4,221	\$4,159			\$16,824	\$353,778	
FY	2052	\$4,221	\$4,221	\$4,221	\$4,159			\$16,824	\$370,602	
FY	2053	\$4,221	\$4,221	\$4,221	\$4,159			\$16,824	\$387,425	
FY	2054	\$4,221	\$4,221	\$4,221	\$4,159			\$16,824	\$404,249	
FY	2055	\$4,221	\$4,221	\$4,221	\$4,221	\$524			\$17,410	\$421,659
FY	2056	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112			\$17,998	\$439,657
FY	2057 election	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225			\$20,111	\$459,768
FY	2058	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$21,045	\$480,813
FY	2059	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$21,045	\$501,858
FY	2060	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$21,045	\$522,904
FY	2061	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$99,510	\$120,555	\$643,459	
FY	2062	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$21,045	\$664,504
FY	2063	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524	\$21,631	\$686,136	

Model Four  
 Centralized Archives - no museum or public programs  
 Model Cost Totals By FY - Model Three  
 All cost figures (\$) in thousands (000)

											Model Four Total by Year	Model Four Cumulative Total	
FY 2064		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112				\$22,219	\$708,355	
FY 2065	election	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225				\$34,748	\$743,103	
FY 2066		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159				\$25,267	\$768,370	
FY 2067		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159				\$25,267	\$793,637	
FY 2068		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159				\$25,267	\$818,903	
FY 2069		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159				\$25,267	\$844,170	
FY 2070		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159				\$25,267	\$869,437	
FY 2071		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524			\$25,853	\$895,290	
FY 2072		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112			\$26,441	\$921,731	
FY 2073	election	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225			\$38,970	\$960,700	
FY 2074		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$29,488	\$990,189	
FY 2075		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$29,488	\$1,019,677	
FY 2076		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$29,488	\$1,049,165	
FY 2077		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$29,488	\$1,078,653	
FY 2078		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$29,488	\$1,108,141	
FY 2079		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524		\$30,074	\$1,138,216	
FY 2080		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112		\$30,662	\$1,168,878	
FY 2081	election	\$4,221	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225		\$43,191	\$1,212,069	
FY 2082		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159		\$33,710	\$1,245,779	
FY 2083		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159		\$33,710	\$1,279,488	
FY 2084		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159		\$33,710	\$1,313,198	
FY 2085		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159		\$33,710	\$1,346,908	
FY 2086		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159		\$33,710	\$1,380,617	
FY 2087		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524	\$34,296	\$1,414,913	
FY 2088		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$34,884	\$1,449,797	
FY 2089	election	\$4,221	\$4,221	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225	\$47,413	\$1,497,209	
FY 2090		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$37,931	\$1,535,141	
FY 2091		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$37,931	\$1,573,072	
FY 2092		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$37,931	\$1,611,003	
FY 2093		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$37,931	\$1,648,934	
FY 2094		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$37,931	\$1,686,865	
FY 2095		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524	\$38,517	\$1,725,382
FY 2096		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$39,105	\$1,764,487
FY 2097	election	\$4,221	\$4,221	\$4,221	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225	\$51,634	\$1,816,122
FY 2098		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$42,153	\$1,858,274	
FY 2099		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$42,153	\$1,900,427

Model Five  
 Centralized Archives plus Museum of the Presidency  
 Model Cost Totals By FY - Model Five  
 All cost figures (\$) in thousands (000)

Presidential terms						Museum	Model Five Total by Year	Model Five Cumulative Total				
FY	2022	\$99,510	Construction costs for initial archival module plus museum			55000	\$154,510	\$154,510				
FY	2023	\$524	2nd archival module construction in FY2061			0	\$524	\$155,034				
FY	2024	\$1,112				\$0	\$1,112	\$156,146				
FY	2025 election	\$3,225				\$3,457	\$6,682	\$162,828				
FY	2026	\$4,159				\$4,703	\$8,863	\$171,691				
FY	2027	\$4,159				\$4,703	\$8,863	\$180,554				
FY	2028	\$4,159				\$4,703	\$8,863	\$189,416				
FY	2029	\$4,159				\$4,703	\$8,863	\$198,279				
FY	2030	\$4,159				\$4,703	\$8,863	\$207,142				
FY	2031	\$4,221	\$524			\$4,813	\$9,559	\$216,701				
FY	2032	\$4,221	\$1,112			\$4,813	\$10,147	\$226,847				
FY	2033 election	\$4,221	\$3,225			\$4,813	\$12,260	\$239,107				
FY	2034	\$4,221	\$4,159			\$4,813	\$13,194	\$252,301				
FY	2035	\$4,221	\$4,159			\$4,813	\$13,194	\$265,496				
FY	2036	\$4,221	\$4,159			\$4,813	\$13,194	\$278,690				
FY	2037	\$4,221	\$4,159			\$4,813	\$13,194	\$291,884				
FY	2038	\$4,221	\$4,159			\$4,813	\$13,194	\$305,078				
FY	2039	\$4,221	\$4,221	\$524			\$4,813	\$13,780	\$318,858			
FY	2040	\$4,221	\$4,221	\$1,112			\$4,813	\$14,368	\$333,227			
FY	2041 election	\$4,221	\$4,221	\$3,225			\$4,813	\$16,481	\$349,708			
FY	2042	\$4,221	\$4,221	\$4,159			\$4,813	\$17,416	\$367,124			
FY	2043	\$4,221	\$4,221	\$4,159			\$4,813	\$17,416	\$384,539			
FY	2044	\$4,221	\$4,221	\$4,159			\$4,813	\$17,416	\$401,955			
FY	2045	\$4,221	\$4,221	\$4,159			\$4,813	\$17,416	\$419,371			
FY	2046	\$4,221	\$4,221	\$4,159			\$4,813	\$17,416	\$436,786			
FY	2047	\$4,221	\$4,221	\$4,221	\$524			\$4,813	\$18,002	\$454,788		
FY	2048	\$4,221	\$4,221	\$4,221	\$1,112			\$4,813	\$18,590	\$473,378		
FY	2049 election	\$4,221	\$4,221	\$4,221	\$3,225			\$4,813	\$20,703	\$494,080		
FY	2050	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$21,637	\$515,717		
FY	2051	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$21,637	\$537,355		
FY	2052	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$21,637	\$558,992		
FY	2053	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$21,637	\$580,629		
FY	2054	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$21,637	\$602,266		
FY	2055	\$4,221	\$4,221	\$4,221	\$4,221	\$524			\$4,813	\$22,223	\$624,489	
FY	2056	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112			\$4,813	\$22,811	\$647,300	
FY	2057 election	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225			\$4,813	\$24,924	\$672,224	
FY	2058	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$25,859	\$698,083	
FY	2059	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$25,859	\$723,942	
FY	2060	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$25,859	\$749,800	
FY	2061	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$99,510			\$4,813	\$125,369	\$875,169
FY	2062	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159			\$4,813	\$25,859	\$901,027	
FY	2063	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524			\$4,813	\$26,445	\$927,472

Model Five  
 Centralized Archives plus Museum of the Presidency  
 Model Cost Totals By FY - Model Five  
 All cost figures (\$) in thousands (000)

Presidential terms										Museum	Model Five Total by Year	Model Five Cumulative Total	
FY 2064		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$4,813	\$27,033	\$954,505	
FY 2065	election	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225	\$23,293	\$58,042	\$1,012,546	
FY 2066		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$30,080	\$1,042,626	
FY 2067		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$30,080	\$1,072,706	
FY 2068		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$30,080	\$1,102,786	
FY 2069		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$30,080	\$1,132,866	
FY 2070		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$30,080	\$1,162,947	
FY 2071		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524	\$4,813	\$30,666	\$1,193,613	
FY 2072		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$4,813	\$31,254	\$1,224,867	
FY 2073	election	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225	\$4,813	\$43,783	\$1,268,650	
FY 2074		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$34,302	\$1,302,951	
FY 2075		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$34,302	\$1,337,253	
FY 2076		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$34,302	\$1,371,554	
FY 2077		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$34,302	\$1,405,856	
FY 2078		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$34,302	\$1,440,157	
FY 2079		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$524	\$4,813	\$34,888	\$1,475,045	
FY 2080		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$4,813	\$35,476	\$1,510,520	
FY 2081	election	\$4,221	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$4,221	\$3,225	\$4,813	\$48,005	\$1,558,525	
FY 2082		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$38,523	\$1,597,048	
FY 2083		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$38,523	\$1,635,571	
FY 2084		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$38,523	\$1,674,094	
FY 2085		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$38,523	\$1,712,617	
FY 2086		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$38,523	\$1,751,140	
FY 2087		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,813	\$39,109	\$1,790,249	
FY 2088		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$4,813	\$39,697	\$1,829,946	
FY 2089	election	\$4,221	\$4,221	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$3,225	\$4,813	\$52,226	\$1,882,172	
FY 2090		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$42,744	\$1,924,916	
FY 2091		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$42,744	\$1,967,661	
FY 2092		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$42,744	\$2,010,405	
FY 2093		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$42,744	\$2,053,149	
FY 2094		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,159	\$4,813	\$42,744	\$2,095,894	
FY 2095		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,813	\$43,330	\$2,139,224	
FY 2096		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$1,112	\$4,813	\$43,918	\$2,183,143
FY 2097	election	\$4,221	\$4,221	\$4,221	\$4,221	\$14,637	\$4,221	\$4,221	\$4,221	\$3,225	\$4,813	\$56,447	\$2,239,590
FY 2098		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,813	\$46,966	\$2,286,556	
FY 2099		\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,221	\$4,813	\$46,966	\$2,333,522	