

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) 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.¹⁸

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.

¹⁸ 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.¹⁹ 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.

¹⁹ 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.

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.²² 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.

²² 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.

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)

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

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 22nd, 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 Improvements²⁶

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

²⁶ 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 40th 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	Total by FY	Cumulative	Total by FY	Cumulative	Total by FY	Cumulative	Total by FY	Cumulative	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	\$13,020	\$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	Total by FY	Cumulative	Total by FY	Cumulative	Total by FY	Cumulative	Total by FY	Cumulative	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 ¹	70,000 ²	70,000 ²	62,000 ³	110,000
Efficiency Factor new building size				0.7 100,000		
Initial Construction Investment for 5 presidencies.					\$99,510 ⁶	\$55,000 ⁶
Year 40 Facility Expansion for an additional 5 presidencies.					\$99,510 ⁶	
A. Transition Period						
-staff at -2 years	\$524 ⁴	\$524 ⁴	\$524 ⁴	\$524 ⁴	\$524 ⁴	
-staff at -1 year	\$1,112 ⁴	\$1,112 ⁴	\$1,112 ⁴	\$1,112 ⁴	\$1,112 ⁴	
-staff in last year in office	\$3,225 ⁴	\$3,225 ⁴	\$3,225 ⁴	\$3,225 ⁴	\$3,225 ⁴	\$3,457 ¹⁰
-staff savings for centralized facility	\$0	\$0	\$0	\$0	-\$90 ⁵	
-Move/lease/build out	\$5,770 ⁴	\$5,770 ⁴	\$5,770 ⁴	\$5,770 ⁴	\$0	
-Centralized O&M @ \$10.33/sf	\$0	\$0	\$0	\$0	\$640 ⁷	\$1,136 ⁷
Total Transition	\$10,631	\$10,631	\$10,631	\$10,631	\$5,411	\$4,593
B Years 2 - 6 Costs in Temporary Space; years 2 - 6 after leaving office						
-base lease	\$1,766 ⁸	\$1,766 ⁸	\$1,766 ⁸	\$1,766 ⁸	\$0	
-O&M costs	\$0	\$0	\$0	\$0	\$640 ⁷	\$1,136 ⁷
-program costs	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-guards	\$439 ¹¹	\$439 ¹¹	\$439 ¹¹	\$439 ¹¹	in O&M	
-leased O&M and taxes	\$364 ¹²	\$364 ¹²	\$364 ¹²	\$364 ¹²		
-add in 24/7 utilities	\$200 ¹³	\$200 ¹³	\$200 ¹³	\$200 ¹³		
-non renovation R&R @ 50%					\$62 ¹⁴	\$110
subtotal per year	\$6,316	\$6,316	\$6,316	\$6,316	\$4,159	\$4,703
Total years two through six	\$31,580	\$31,580	\$31,580	\$31,580	\$20,797	\$23,517
C. Move to Permanent Location						
-move/build out	\$318 ¹⁵	\$318 ¹⁵	\$749 ¹⁶	\$749 ¹⁶		
-security & shelving replacement	by foundation	by foundation	\$1,200 ¹⁷	\$1,200 ¹⁷		
Total Move to Permanent Space	\$318	\$318	\$1,949	\$1,949	\$0	
D. Costs per year: years 0 - 5 Permanent Space; years 6 - 10 after leaving office						
-program costs	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0	\$0	\$0
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease	\$0	\$0	\$2,060 ²¹	\$0	\$0	\$0
-leased operational costs	\$0	\$0	\$425 ²²	\$0	\$0	\$0
-add in 24/7 utilities	\$0	\$0	\$233 ²³	\$0	\$0	\$0
-guards	in O&M	in O&M	\$439 ¹¹	in O&M	in O&M	
-non renovation R&R @ 50%	\$190 ¹⁴	\$190 ¹⁴	\$0	\$125 ¹⁴	\$0	\$0
-non renovation R&R @ 100%					\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵	\$0	\$0	\$0	\$0
subtotal costs per year	\$6,511	\$5,329	\$6,704	\$5,880	\$4,221	\$4,813
Total years 0 through 5	\$32,556	\$26,643	\$33,522	\$29,401	\$21,107	\$24,067
E. Costs per year: years 6 - 10 Permanent Space; years 11 - 15 after leaving office						
-program costs	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0	\$0	\$0
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease costs	\$0	\$0	\$2,060 ²¹	\$0	\$0	\$0
-5% lease increase			\$103 ²⁶			
-leased operational costs			\$425 ²²			
-add in 24/7 utilities			\$233 ²³			
-guards	in O&M	in O&M	\$439 ¹¹	in O&M	in O&M	
-non renovation R&R @ 100%	\$380 ²⁴	\$380 ²⁴	\$0	\$250 ²⁴	\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵				
subtotal costs per year	\$6,701	\$5,519	\$6,807	\$6,005	\$4,221	\$4,813
Total years 6 - 10	\$33,507	\$27,594	\$34,037	\$30,026	\$21,107	\$24,067

	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 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0		
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease costs	\$0	\$0	\$2,163 ²¹	\$0		
-5% lease increase			\$108 ²⁶			
-leased operational costs			\$425 ²²			
-add in 24/7 utilities			\$233 ²³			
-guards	in O&M	in O&M	\$439 ¹¹	in O&M		
-non renovation R&R @ 100%	\$380 ²⁴	\$380 ²⁴	\$0	\$250 ²⁴	\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵				
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 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0		
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease costs	\$0	\$0	\$2,271 ²¹	\$0		
-5% lease increase			\$114 ²⁶			
-leased operational costs			\$425 ²²			
-add in 24/7 utilities			\$233 ²³			
-guards	in O&M	in O&M	\$439 ¹¹	in O&M		
-non renovation R&R @ 100%	\$380 ²⁴	\$380 ²⁴	\$0	\$250 ²⁴	\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵				
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 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0		
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease costs	\$0	\$0	\$2,385 ²¹	\$0		
-10% lease increase			\$238 ²⁷			
-leased operational costs			\$425 ²²			
-add in 24/7 utilities			\$233 ²³			
-guards	in O&M	in O&M	\$439 ¹¹	in O&M		
-non renovation R&R @ 100%	\$380 ²⁴	\$380 ²⁴	\$0	\$250 ²⁴	\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵				
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 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0		
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease costs	\$0	\$0	\$2,623 ²¹	\$0		
-10% lease increase			\$262 ²⁷			
-leased operational costs			\$425 ²²			
-add in 24/7 utilities			\$233 ²³			
-guards	\$0	\$0	\$439 ¹¹	\$0		
-non renovation R&R @ 100%	\$380 ²⁴	\$380 ²⁴	\$0	\$250 ²⁴	\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵				
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 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,547 ⁹	\$3,457 ¹⁰	\$3,457 ¹⁰
-add in education specialists	\$400 ¹⁸	\$400 ¹⁸	\$0	\$0		
-O&M costs	\$2,982 ¹⁹	\$2,982 ¹⁹	\$0	\$2,208 ²⁰	\$640 ⁷	\$1,136 ⁷
-base lease costs	\$0	\$0	\$2,886 ²¹	\$0		
-10% lease increase			\$289 ²⁷			
-leased operational costs			\$425 ²²			
-add in 24/7 utilities			\$233 ²³			
-guards	\$0	\$0	\$439 ¹¹	\$0		
-non renovation R&R @ 100%	\$380 ²⁴	\$380 ²⁴	\$0	\$250 ²⁴	\$124 ²⁴	\$220 ²⁴
-endowment deduction @ 60%	-\$608 ²⁵	-\$1,791 ²⁵				
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	\$300,768	\$259,378	\$294,520	\$270,517	\$184,376	\$215,055
From end of 2nd term to 40 years post term						

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	\$33,840	\$778,787	
FY 2064	\$6,701	\$6,701	\$6,701	\$6,701	\$6,511	\$34,428	\$813,215	
FY 2065 election	\$31,345	\$6,701	\$6,701	\$6,701	\$6,511	\$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 Total by Year	Model One 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	
FY	2058	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$28,201	
FY	2059	\$5,519	\$5,519	\$5,519	\$5,329	\$6,316	\$28,201	
FY	2060	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$28,391	
FY	2061	\$5,519	\$5,519	\$5,519	\$5,519	\$6,316	\$28,391	
FY	2062	\$5,519	\$5,519	\$5,519	\$5,519	\$6,634	\$28,709	
FY	2063	\$5,519	\$5,519	\$5,519	\$5,519	\$5,329	\$524	
							\$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	\$524	\$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	\$524	\$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	\$4,159	\$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	\$4,159	\$4,813	\$46,966	\$2,333,522