

The Archivist's Advisory Committee on the Presidential Library-Foundation Partnerships  
January 8, 2014

**Advisory Committee Members in Attendance and At The Meeting Table**

Felicia Wong – Roosevelt Institute  
Stephen Hauge – Eisenhower Foundation  
Tom McNaught – John F. Kennedy Library Foundation  
Larry Temple – Lyndon Baines Johnson Foundation  
Joe Calvaruso – Gerald R. Ford Presidential Foundation  
Fred Ryan – Ronald Reagan Presidential Library Foundation  
James Cicconi – George Bush Presidential Library Foundation  
Bruce Lindsey – William J. Clinton Foundation  
The Honorable Margaret Spellings – George W. Bush Foundation

**Alternate Committee Members in Attendance and At The Meeting Table**

Sandy Quinn for Ron Walker – Richard Nixon Foundation  
Jeff Carter for Chip Carter – The Carter Center

**Foundation Association Members in Attendance and At The Meeting Table**

Glenn Baker – Ronald Reagan Presidential Library Foundation  
Fred McClure – George Bush Presidential Library Foundation  
Stephanie Streett – William J. Clinton Foundation  
Brian Cossiboom – George W. Bush Foundation

**NARA Staff in Attendance and At The Meeting Table**

The Honorable David Ferriero – Archivist of the United States  
Debra Wall – Deputy Archivist of the United States  
Jay Bosanko – Chief Operating Officer  
Jim Gardner – Legislative Archives, Presidential Libraries and Museum Services  
Chris Runkel – Senior Counsel  
Susan Donius – Office of Presidential Libraries. Richard Nixon Presidential Library and Museum  
John Laster – Presidential Materials Division  
Lynn Bassanese – Franklin D. Roosevelt Presidential Library and Museum  
Michael Devine – Harry S. Truman Presidential Library and Museum  
Tom Putnam – John F. Kennedy Presidential Library and Museum  
David Stanhope – Jimmy Carter Presidential Library and Museum  
Duke Blackwood – Ronald Reagan Presidential Library and Museum  
Terri Garner – William J. Clinton Presidential Library and Museum  
Alan Lowe – George W. Bush Presidential Library and Museum

Sam McClure – Office of Presidential Libraries

### **NARA Staff Participating By Phone**

Tom Schwartz – Herbert Hoover Presidential Library and Museum

Karl Weissenbach – Dwight D. Eisenhower Presidential Library and Museum

Mark Updegrave – Lyndon Baines Johnson Presidential Library and Museum

Elaine Didier – Gerald R. Ford Presidential Library and Museum

Warren Finch – George Bush Presidential Library and Museum

### **Advisory Committee Members Participating By Phone**

### **Foundation Association Members Participating By Phone**

#### **Welcome (David Ferriero)**

The Honorable David Ferriero (Archivist of the United States) welcomed the group to the Advisory Committee meeting at the John F. Kennedy Presidential Library and Museum. After thanking Tom Putnam (Director of the Library) and Tom McNaught (Executive Director of the Foundation) for their hospitality he recognized the new Advisory Committee members, Stephen Hauge (for the Eisenhower Foundation) and the Honorable Margaret Spellings (for the George W. Bush Foundation) and also recognized Jeff Carter (for The Carter Center).

#### **Sustainability (Ferriero and Jay Bosanko)**

Mr. Ferriero noted that Library Directors and central office staff had recently completed an internal analysis of sustainability of the Presidential Library system, and he introduced Mr. Bosanko (NARA's Chief Operating Officer) to discuss the findings from that analysis.

Mr. Bosanko began with an overview of NARA's budget situation. Sequestration cut NARA's budget by 5% (approximately \$18.5 million, with reductions to Library budgets amounting to 1% (cuts to headquarters funding, reductions to Library travel budgets, and savings resulting from the hiring freeze). He noted the sequestration cuts were offset by unexpected expenses such as the JFK Library fire and other one-time needs. In the end, the budget for Presidential Libraries remained basically the same. With other NARA reductions, the Libraries went from 18.2% of the agency's FY 2012 budget to 19.2% of the FY 2013 budget. Mr. Bosanko added that Trust Fund revenue went up 25% (approximately \$2.5 million), while Trust Fund expenses remained roughly the same due to reduced spending. As a result, the net operating figures for the Trust Fund went up significantly.

While the recent Murray-Ryan budget deal set top-line budget figures for fiscal years 2014 and 2015, Congress must still pass appropriations. As of this meeting, Mr. Bosanko said NARA still did not know its FY 2014 budget. The range of possible budget figures extends from well above to well below NARA's FY 2013 budget. In other words, Mr. Bosanko said, he cannot yet say what the impact of the budget deal is for NARA or the Presidential Libraries. Mr. Bosanko said NARA's hiring freeze remains in effect. With 92% of NARA's sequestration cuts coming from administrative cuts and the hiring freeze (more than 400 positions and approximately \$7 million in savings from the hiring freeze), Mr. Bosanko said the agency has been creative at avoiding staff furloughs. While the Libraries haven't lost as many positions as some NARA offices, he noted that NARA leadership knows the impact of the freeze on small operations like a Presidential Library.

Mr. Bosanko observed that sustainability as an issue is part of a broader discussion in NARA, not just with the Presidential Libraries. The agency's staffing level is only 73 more than its staff in 1985. In that same period of time NARA has added five Presidential Libraries, the Information Security Oversight Office (ISOO), the Office of Government Information Services (OGIS), and significantly more responsibilities relating to electronic records. In addition, the holdings of the agency have grown from 1.2 million cubic feet to 4.5 million cubic feet. Mr. Bosanko said the growth in holdings and increase in customer expectations has the entire agency under enormous stress. As leadership looks across the board at sustainability for the agency, Mr. Bosanko stated NARA is embarking on a new effort to cut costs and bring in more funds.

He added that the agency has been fortunate to have had Directors and staff focus on current Libraries to reduce costs. Now, he said, he wants to move from study to action, as he looks to implement several small measures – reduce security costs, more flexible temperature/humidity controls, etc. At same time, Mr. Bosanko added, we need to examine impediments (real or imagined) to how NARA brings revenue to the agency. As we take on a new way of looking at our operations Mr. Bosanko said NARA needs help from the Foundations – more ideas and greater discussion are critically important.

Mr. McNaught asked if the sustainability analysis could be shared publicly? Mr. Bosanko responded no, it was for internal deliberations only. He said rather than share a broad range of ideas that NARA needs to provide Foundations with specifics of initiatives (like security costs), so the Foundations can have fact sheets on the issues under consideration. The Library Directors will be provided talking points to share with the Foundations. Mr. Bosanko stressed that NARA's action would not be unilateral; that all would be done in partnership. He added NARA needs the advice and input of the Foundations to avoid unintended consequences. Mr. McNaught commented that differences among Libraries make one solution difficult, so he hoped solutions proposed by NARA take that into account. Mr. Bosanko agreed, saying the specific situation for each Library must be considered to ensure a solution works for a Library and the respective Foundation. Ms. Spellings asked for more flexibility in how the Foundations conduct business in the facilities. Mr. Ferriero agreed, promising to work with them.

Mr. Hauge asked for a time frame for the implementation of any of the initiatives under consideration. Mr. Bosanko replied the sooner the better. NARA has an immediate need to reduce costs, so the agency will be starting in the coming weeks to prioritize and bring key staff together to tackle the issues. He added the agency will be flexible in its approach, with a goal of trying pilots to see if progress can be made in 90-120 days. In a brief discussion of energy conservation projects Stephanie Streett (of the Clinton Foundation) said Leadership in Energy & Environmental Design (LEED) work underway at the Clinton Library will save money for NARA and the foundation. Bruce Lindsey (of the Clinton Foundation) asked if money from the Trust Fund can be used for energy conservation. Mr. Bosanko responded that NARA has been reviewing what Trust Funds can and can't be used for – what we interpreted in the past may not be applicable now. Chris Runkel (Senior Counsel for NARA) said there is flexibility in the Trust Fund statute, and that policy decisions from the past can be reviewed and updated. Mr. Lindsey said that with significant upfront costs energy projects could see a payback over a small number of years. Mr. Ferriero said the Trust Fund guidance dates from 1998, so it should be reviewed.

**ACTION ITEM 1:** NARA will determine if Trust Funds can be spent on energy conservation projects. Policies will be reviewed and updated, as applicable.

Ms. Spellings asked if NARA's legislative affairs staff can help foster Foundations' ability to help more with appropriations staff. Mr. Bosanko stated he wants to be more deliberate with communications with Foundations to give talking points for Directors and Foundations to enhance communication. Larry Temple (of the Johnson Foundation) said he hopes NARA's Congressional Affairs knows to say the Foundations have no interest in being the ones to supplant government appropriations to keep lights on and doors open. He said he wants the Congressional Affairs staff to say this strongly, adding the Foundations can help make that communication. He added that as any issue in this area arises to please let the Foundations know so they can help respond to it. Mr. Ferriero said he would. He also said NARA would not take any action without coordination with the Foundations and NARA will alert the Foundations if we learn this might happen.

**ACTION ITEM 2:** NARA's Congressional Affairs Staff will prepare a summary analysis of key Congressional committee members and staffers.

### **Strategic Plan (Debra Wall)**

Mr. Ferriero began the discussion by noting NARA submitted its draft Strategic Plan to the Office of Management and Budget (OMB) and is awaiting a response. He noted the new plan is a crisp document (thirty less pages than the last Strategic Plan) with four strategic goals. He said the new plan has a huge focus on digitization – that it puts a stake in the ground on the need to digitize everything. He concluded his introduction by stating NARA is committed to the fact that to meet users' expectations we need to make it as easy as possible to access our records.

Ms. Wall thanked the Foundations for their input to the first draft of the Strategic Plan, noting the Foundations' comments were part of 300 internal and external comments. She said NARA made changes based on the substantial feedback received during this first review. Ms. Wall then gave an overview of the four strategic goals.

Make Access Happen Ms. Wall noted the significance of this goal is it establishes that all we do geared towards providing public access. She commented this makes a subtle shift from the previous strategic approach that mentioned preservation. The emphasis in this goal is for NARA to be proactive – take records to where people are by describing/digitizing our records and accelerating our processing. Ms. Wall added that access by definition includes exhibits and outreach.

Connect With Customers Ms. Wall said the emphasis in this goal is to engage with NARA's customers in areas like the Open Government initiative, crowd sourcing, and a unified exhibit/outreach program for the agency.

Maximize NARA's Value to the Nation Ms. Wall said this goal establishes NARA's efforts to recognize the economic value of our records (especially large data sets) to the nation. This goal includes NARA's work to reform government recordkeeping.

Create Our Future Through Our People Ms. Wall said this goal was established in recognition of the agency's need to foster staff development (including the creation of career paths).

She noted that with 12 billion pages in NARA's holdings there is no way to digitize without partnerships. She pointed out the impact of online access to NARA's holdings in various online channels – 7 million hits to our catalog, 11 million to our Flickr site, 39.5 million to our Facebook pages, 89 million to our web sites, 238 million to partner web sites, and 1.3 billion hits to Wikipedia for 4,000 documents uploaded for use in the system. She asked the Committee members for their thoughts and advice on how to achieve the goal of digitizing all our holdings.

Mr. Hauge asked why digitize everything? Ms. Wall replied access to holdings is important to democracy - today, access really means online access. Mr. Ferriero added that the goal to digitize everything is aspirational. Some things we have aren't valuable. Ms. Wall commented that making materials available online makes them more used by the public and enhances their value, though. Mr. Ferriero and Ms. Wall agreed the ambitious goal recognizes NARA's effort to remain relevant.

Ms. Streett asked if the statistics provided by Ms. Wall included the Libraries? Ms. Wall said yes. Ms. Spellings asked what is meant by digital partners? Ms. Wall replied the partner sites include Ancestry.com, Fold3, etc. and the work they do to create digital copies with metadata from NARA holdings. After five years NARA gets free digital copies from the partners, and in some cases non-profit partners provide the copies in less than five years. She added NARA also has government partners (National Oceanic and Atmospheric Administration (NOAA) digitizing

Navy Deck Logs, for instance). Ms. Spellings asked if the five-year rights for partners meant exclusive rights. Ms. Wall said the five-year time frames apply only to the digital files created by the partners and do not affect access to the holdings themselves. She noted that once NARA has access to the digital files that online access allow us to reduce usage of traditional holdings and can alleviate storage and preservation concerns.

Ms. Streett asked where do Libraries fit in this strategic effort? Ms. Wall responded that many Libraries have led the way in digitization, with Kennedy as a prime example. She said the agency needs one stream of digitization activity (adhering to standards) to allow the use and re-use of our digital content, adding that to accomplish this we need to think creatively about support – including funding, IT capabilities, etc.

### **Lessons Learned – Partnerships (Lynn Bassanese/Felicia Wong; Putnam/McNaught; Duke Blackwood/ Glenn Baker)**

Roosevelt Library’s renovation, new exhibits and new online access system. Ms. Bassanese (Director of the Roosevelt Library) began the presentation by noting this effort was the first systemic renovation since the Roosevelt Library opened, adding that despite the unprecedented amount of work on the facility the staff never vacated the building and never closed the exhibit or the research room. She said the new exhibits (designed by Gallagher and Associates) were made possible by \$6 million provided by the Roosevelt Institute. The updated exhibit now features Eleanor Roosevelt throughout the exhibits. Ms. Bassanese said she was particularly proud of ten interactive stations located throughout the exhibit called Confront the Issues that address contentious issues from the Roosevelt era – FDR and the Holocaust, the internment of Japanese-Americans, FDR’s health, etc. She noted the exhibit also features three Who’s Who interactive kiosks that allow visitors to learn about the people mentioned in the exhibits and a “behind the scenes” component that allows visitors to see museum and archival storage areas through large glass windows. She said the new exhibits have met with critical acclaim, including positive reviews in the New York Times and Wall Street Journal.

Ms. Bassanese continued with an overview of the work undertaken by the Roosevelt Library to create digital resources. The Library launched the FRANKLIN digital repository on December 4 in partnership with Roosevelt Institute, Marist College, and IBM. The digital files can be accessed via the Roosevelt Library web site hosted by Marist at no cost. The site supports keyword searches for documents and photographs as well as the ability to browse folders of material. So far the project has 350,000 pages of historical documents and 2,000 photographs, plus descriptions of other holdings. The project has used microfilm to speed the digitization process and will continue to digitize microfilm of other high interest/high value holdings from the Library. In the future, Ms. Bassanese noted, users will be able to access this same content via NARA’s catalog.

Dr. Felicia Wong (of the Roosevelt Institute) described the three reasons for the success of the renovation of the Roosevelt Library and the successful opening of the new exhibit. The first was that the financial framework was in place as a result of the capital campaign to raise funds in addition to appropriated funds designated for this purpose. The second was a more flexible dynamic as a result of the length of time since the Roosevelt administration. The third was the recognition that while the Roosevelt Institute has broad interest and expertise it was clear the Library had the historical expertise required for the project.

Dr. Wong then summarized key aspects of the partnership that contributed to the successful project.

1. Establish clear understanding of content control. The memorandum of understanding (MOU) between the Institute and the Library made clear the Library had control of the exhibit content.
2. Historical Review Committee. The group carefully selected committee members who could consider an exhibit on behalf of a general audience.
3. Design Review Committee. The small committee, comprised of Library and Institute representatives, met regularly to comment on major exhibit submissions. The day-to-day oversight was handled by the Library. There was less need for formal committee meetings during fabrication, as the Library provided regular updates by phone and email. All committee members visited the fabricator's facility to see progress.
4. The Library Director was designated as Owner's Agent to approve all invoices prior to those invoices going to the Institute for payment. The thought that people closest to the ground should do the work of approving invoices worked well.
5. Speak with one voice to the designer. The Library's Curator consolidated comments from the Design Review Committee and ensured the exhibit designers responded appropriately. The Project Manager also ensured all parties had sufficient resources to see project to successful completion.

50<sup>th</sup> Anniversary of Kennedy Administration. Mr. McNaught said the key to the successful commemorations and projects was that all were done in partnership with the Kennedy Library. The launch of the Kennedy Library's digitization project was set for the 50<sup>th</sup> anniversary of the inaugural, January 2011. The project now makes available nearly 500,000 digitized documents and photographs, and plays a key role in sharing content with the public. From there, Mr. McNaught continued, the Library and Foundation worked through the series of major anniversaries up to the anniversary of Kennedy assassination. One example he noted was the conference held on the 50<sup>th</sup> anniversary of the March on Washington that featured a keynote from Congressman John Lewis. Mr. McNaught also called attention to the effort to curate items from the digital archive to promote their access. An example of this is the civil rights microsite (<http://civilrights.jfklibrary.org/>) that featured seven curated major civil rights activities. The site has documents only, with no interpretive text, and has Kennedy Library content as well as content from rest of NARA, the Library of Congress, and other institutions. Mr. McNaught

commented that the use of social media (Tumblr, Facebook, Twitter, Youtube, etc.) has broadened access to digital content to an audience larger than they ever expected. He said the Foundation supports four full-time staff for digitization, with the White House Photo Collection as an especially important source of digital content. He said the web site had more than two million unique visitors last year with millions of visits also to the corresponding Youtube, Flickr pages, etc. Mr. McNaught noted the Kennedy Library's Facebook page and Twitter account gained a significant number of followers as a result of the fire at the Library last year.

Among the other commemorations noted by Mr. McNaught were the visit by Caroline Kennedy and her family to Ireland for the 50<sup>th</sup> anniversary of the JFK's visit. In addition, the Prime Minister of Ireland was honored at the Library. Acknowledging the support of AT&T for the exhibit, he said the Cuban Missile Crisis exhibit has been very popular at the Library. Mr. McNaught said the Foundation published, with assistance from Library staff, two books with royalties going to the Foundation. He encouraged other Foundations to pursue publications, as a market exists for these products. The Library had never before acknowledged the assassination before, he said, but they knew they had to address it for 50<sup>th</sup> anniversary. What began in planning as a modest event grew in scope until it had to be professionally managed. The commemoration in the Library was carried by satellite to MSNBC and multiple local stations, with footage available for others. As part of the commemoration, Mr. McNaught said they launched an interactive web site (An Idea Lives On - <http://anidealiveson.org/>) the week before November 22. The site gave the Foundation a space to invite the public to submit photos and other content about how JFK's ideals live on.

In describing the Library's efforts to commemorate the 50<sup>th</sup> anniversary of the assassination, Mr. Putnam observed the Library knew they would be the focus of national/international attention in a way they may never see again. He said in response to this challenge the Library team excelled in a way they had never done before. Each unit performed exceptionally well. He recognized Karen Adler Abramson for her effective work managing the deluge of reference requests and for her staff providing the essential digitized content and he thanked Visitor Services (led by James Roth and Meaghan Janaitis) for handling the huge influx of people who came to the Library. Putnam noted the substantial support of the Foundation was essential, but even with that support it was clear that Library Curator Stacy Bredhoff had control to tell the story as she saw fit in the exhibit. He added the Foundation and Library were creative at sharing costs, and he thanked Doris Drummond, Chief Financial Officer of the Foundation, for her contribution to the partnership. With a mention of how the Library and Foundation were also creative at sharing work, he thanked Nancy McCoy from the Library and Peter Lubershane and Rachel Flor from the Foundation for their efforts. He also noted the essential contribution to the tribute made by the Foundation's Forum Coordinator Amy MacDonald.

Lincoln Exhibit at the Reagan Library. Mr. Blackwood (Director of the Reagan Library) thanked Fred Ryan and Glenn Baker for their support, observing that the Foundation provides the vast majority of the support for the Library's exhibit program. With the Foundation's financial

support the Library's curatorial team comes up with exhibit ideas, with the goal of producing two to three exhibits per a year. Mr. Blackwood said the Library looked for a more modest exhibit to follow the successful, but large-budget, Disney exhibit, so the team looked at Abraham Lincoln as an exhibit topic. Mr. Blackwood said in retrospect they did not fully appreciate how popular Lincoln is as an exhibit topic. He gave credit to his curator for making a comprehensive search of Los Angeles-area as well as national sources (including the Library of Congress, the Smithsonian, and others) to find institutions and collectors with interesting Lincoln items. Mr. Blackwood noted that the effort was helped by the fact that a key Lincoln collector was already a friend and supporter of the Library. Once everyone recognized the exhibit represented a huge opportunity, Mr. Blackwood said the exhibit's small budget was increased with Foundation support. In addition, the Library had the opportunity to work with DreamWorks studio. With Steven Spielberg's approval to proceed, Mr. Blackwood continued, the exhibit became a combination of history and Hollywood that could draw the Los Angeles audience to Simi Valley. To enhance the promotion of the exhibit the Foundation hired a consultant to improve the effectiveness of advertisements as well as social media. Mr. Blackwood said when all was done, the Lincoln exhibit had been the most successful exhibit since the opening of the Air Force One Pavilion. Mr. Blackwood also noted that Spielberg was very positive during his tour of the exhibit, sharing content from the exhibit with the cast from the movie. His quote to Mr. Blackwood was, "It's as if I did the movie for you to do this exhibit." Mr. Blackwood concluded that the success of the exhibit resulted from the partnership between the Library (with its ability to provide historical context and curatorial expertise) and the Foundation (with its funding and marketing expertise).

Mr. Baker described how the Foundation's funding for the exhibit (\$150,000) was complemented by the largest amount they had ever spent on advertising exhibit (just over \$100,000). Between June and the end of September the Library had 183,000 visitors – or 50% more than the previous year (which featured the Disney exhibit). Mr. Baker credited the curatorial staff with doing a great job pulling together items from a number of collectors and institutions from across the nation. The exhibit currently in development will be on baseball. Mr. Baker and Mr. Blackwood both noted that a baseball collector in the Los Angeles area, with a collection to rival Cooperstown, will be key to exhibit. Mr. Ferriero commented that baseball patents from NARA's holdings would make a good addition to the exhibit.

Mr. Putnam asked about the size of the temporary exhibit space available at the Reagan Library. Mr. Blackwood replied the original space for temporary exhibits was 5,000 square feet, but with the Disney exhibit the Foundation had funded a semi-permanent Peace Pavilion that increased space to 12,000 square feet. Even with the addition, though, the Lincoln exhibit was only 5,000 square feet in size. A typical budget for smaller exhibits is \$75,000 to \$100,000, with very large exhibits sometimes approaching nearly \$1 million. In the case of the Disney exhibit, the Library had an upcharge on its admissions prices and broke even nine months into a ten month exhibit. He said while the Foundation bought the Spies exhibit, Library curated the Lincoln exhibit and is

curating the baseball exhibit. Dr. Michael Devine (Director of the Truman Library) asked if the cost figures included indirect costs, such as staff. Blackwood replied the cost figures only include direct marketing and exhibit costs.

Ms. Spellings asked about retail around the exhibits. Mr. Baker said they make a concerted effort to retail in connection with every exhibit. He said the Foundation worked very closely with Disney to get character rights for merchandise, and had a similar effort with Spies-branded merchandise. With the Lincoln exhibit the merchandise was generically Lincoln, so there was not as much effort required to secure rights. Mr. Baker observed that 20% of merchandise sales are driven by special exhibits. He said the Foundation published a catalog for the Lincoln exhibit that sold out. For the baseball exhibit Mr. Baker said they are creating a logo that combines the expertise of their marketing, curatorial, and merchandise departments.

### **National Exhibition/Outreach Program (Jim Gardner)**

Dr. Gardner began the discussion by noting his office (Legislative Archives, Presidential Libraries and Museum Services) has responsibilities under every goal in NARA's new Strategic Plan. With that noted, he said his office has the lead role for a national education/exhibition/public programs – a Unified National Outreach Program (UNOP) designed to help NARA reach its strategic goals relating to Connect with Customers. This effort requires collaboration on a different scale than the past – Presidential Libraries collaborating more with each other, other NARA sites, etc. The goal of collaboration is to leverage our resources to do more. Dr. Gardner stated this will not be a top-down program, that instead the goal is to develop a stronger national brand for NARA that will benefit the Libraries, other NARA facilities, and the DC office. Through this program, exhibits will travel to NARA venues and external venues, and we will establish NARA as a go-to for public engagement. He noted this effort will add value to what Libraries do, not replace what the Libraries do. Dr. Gardner added this is not intended as a lockstep program, that it will add a layer of collaboration to find commonalities and connections nationally. He recognized that each Library has specific needs, audiences, funding sources, etc., and he said he expects each Library and Foundation to continue to build on this. Dr. Gardner said the goal is to connect on a national level. As an example, 2014 is 225<sup>th</sup> anniversary of Congress – with sufficient planning this year there could have been a traveling exhibition to some or all Libraries and beyond on milestone legislation. An option could be to do a marquee document tour related to the holdings from NARA's Center for Legislative Archives. The effort, Dr. Gardner continued, could include the development of public programs (working with the Libraries and Foundations to identify speakers) and the development of on-line educational resources to be available for a nationwide audience. An effort like this would encourage, but not require, the Libraries to take on this topic. He added Vietnam is another possible topic that would be of interest to some, but not all, Libraries. The issue is how to jointly develop programs and exhibits. Dr. Gardner said NARA is developing a 5-year plan for DC exhibits. An exhibit program is far from an inexpensive effort, and Dr. Gardner noted that NARA will increasingly depend on support from the Foundation for the National Archives.

As the plan proceeds, Dr. Gardner said, NARA is looking at venue fees with the possibility of setting less expensive fees for Libraries compared to other venues. In short, Dr. Gardner said, NARA is looking at a new business model. With the retirement of Chris Rudy Smith as the head of NARA's National Exhibits Program the agency will be looking for a successor as head of exhibitions who is entrepreneurial and who can work with Foundations and the Libraries. Dr. Gardner added that Maria Marable Bunch (Director of the National Education Program) has also been charged with finding new levels of collaboration, and that she will be talking to all stakeholders to find connections to better leverage resources. The Cuban Missile Crisis (first shown in DC before traveling to the Kennedy Library) is a good example, he said, but we need to move beyond one-offs to a sustained program of collaboration. Another aspect of this is to streamline the process to enhance opportunities to lend NARA documents from DC for exhibits in the Libraries. By fostering a more collaborative environment NARA has a chance to change the way people think about archives. Dr. Gardner concluded by saying he is happy to have discussion now and in future with the Foundations on this.

Ms. Streett observed that borrowing key documents strongly enhances exhibits (with the example of the Clinton Library exhibit on the anniversary of the desegregation of Central High School as example), so she is happy to hear of the desire to streamline this process. Joe Calvaruso (of the Ford Foundation) said he applauded the effort to establish more national coordination. He noted the Foundations and NARA are not in competition, but knowing about the temporary exhibits planned at NARA and what can be borrowed would be a great help.

**ACTION ITEM 3:** NARA will share the five-year exhibit plan for the National Archives with Foundations.

### **Lessons Learned – Shutdown (Bosanko)**

Mr. Ferriero began the discussion by noting Mr. Bosanko would be facilitating a conversation on the shutdown process. Mr. Bosanko acknowledged the frustration felt by the Foundations as a result of the shutdown, noting that NARA shared the same frustration. He commented that the shutdown was challenging for staff, stakeholders, visitors, and researchers. Since the last government shutdown in the mid-1990s the expectations of staff and stakeholders have changed dramatically. He noted that four Libraries have joined NARA since last shutdown, each with Joint Operating Agreements (JOAs). In recognition that expectations for each real and potential shutdown have evolved, Mr. Bosanko said NARA is in the process of issuing updated interim guidance with lessons learned on shutdowns. He said he will make sure the guidance is shared soon, so if another shutdown arises the plan is already publically available.

**ACTION ITEM 4:** NARA will provide the updated Interim Guidance on NARA Contingency Planning for Agency Operations During a Funding Lapse when the guidance is ready for distribution.

Mr. Bosanko said the shutdown went smoothly, but that the recall was another matter. This resulted from the agency having less experience planning and implementing recalls. One example he gave was that the security contractor at Archives II has a contract that said the vendor required 24 hours notice to resume normal support, but guards arrived on site much more quickly than that. Mr. Bosanko said he was incredibly impressed with the Libraries' shutdown and then recall processes. He observed that NARA staff had been in a state of suspension for three weeks, so it was difficult in some cases to get all back on duty in a quick manner. He recognized NARA has room for improvements and asked the Foundations about the impact of the shutdown on them as well as any lessons they had learned from the experience.

Mr. McNaught said the rules associated with a government shutdown are absolutely absurd. Because the Kennedy Library facility was closed, the Foundation had to work from home. With no access to the Library, the Foundation had to scramble to hold previously-scheduled forums (one with Malala Yousafzai and another on the President's Commission on Women) in other venues. He said the Kennedy Foundation had its own servers, but this put a huge strain on Foundation staff. Mr. McNaught said the Foundations will be writing a list of issues they had to confront as a result of the government shutdown. He concluded the Kennedy Library had a huge revenue loss as a result of the shutdown, even as Foundation was willing to staff the exhibit, and lost major rental events – and none of it made any sense.

Mr. Calvaruso said it was embarrassing that National Park Service sites could be reopened while Libraries couldn't. Mr. Bosanko replied the unknown nature of the shutdown made agency leadership research answers to ad hoc questions carefully. He noted by the time logistics had been worked out, many of the announced re-openings of other sites did not actually happen during the shutdown. The challenge, he said, is in coming up with sufficient flexibility within the legal framework within the compressed time frame of a shutdown.

Mr. Lindsey said just he had learned from the Archivist today that the White House had to make the call on opening Federal facilities, adding that had they known that the Foundation could have gone to the White House to ask for an opening. He said the Foundations should have known that. Mr. Bosanko responded that having minimal staff working during the shutdown made communications very difficult, but that NARA will do better next time.

James Cicconi (of the Bush Foundation) said the reputation of government was damaged by how the shutdown was handled, especially given the level of inconsistency in how rules were applied. One could drive down the George Washington Parkway but there were cones to block scenic overlooks, for instance. He said the barricading of open-air monuments was clearly meant to drive public perception of the impact of shutdown. He acknowledged that NARA is a small part of the Federal government, but if OMB can get sense of how to make this more consistent it could only help fight the perception the Administration is playing politics with the shutdown.

Mr. Ryan said he is pessimistic about government-wide coordination, but he hoped the Foundations can come up with a small set of issues specific to Presidential Libraries that can be addressed. He said Presidential Libraries are unique in government due to their relationships with Foundations, so could Foundations fund the facilities during a shutdown? What about Foundation staff who could work in NARA spaces as volunteers? Chris Runkel said NARA's ability in the future to accept donations based on the agency's gift acceptance authority is a promising opportunity in event of a future shutdown. He said volunteers are not as viable an option – the agency is either funded or it is not. If NARA can solve the funding issue via a Foundation or another funding source (with Administration support), then the volunteer issue is moot.

Mr. Cicconi said OMB should be challenged to do a better job in providing guidance. Mr. Blackwood asked about contractual obligations under JOAs. Mr. Runkel said contingency plans take notice of requirements in the JOAs so NARA would need to the extent possible, and that this is an issue and a challenge for the four sites that have formal JOAs. Mr. Runkel said it would be very helpful to hear of specific problems at these sites. Mr. Blackwood and Mr. Runkel agreed these contractual requirements should be reviewed.

Mr. Temple said he was incredulous to learn Mark Updegrave (Director of the Johnson Library) could not attend a meeting during a shutdown and was under threat of being fired if he did so. He asked what are the actual legal ramifications of NARA staff appearing at a meeting during a government shutdown, and what is the actual legal limitation? Mr. Runkel replied the Antideficiency Act prohibits Federal employees from performing duties unless appropriations are provided. The two exceptions to this restriction relate to the protection of life and property. Mr. Bosanko said the interim guidance/contingency plan will have specific legal citations in it, so hopefully this will be of use for the Foundations.

**ACTION ITEM 5:** NARA will provide a response describing the limitations on the ability of staff to perform their duties (including attend meetings) during a shutdown.

### **General Discussion / Public Comment**

Mr. Hauge asked about accomplishments of Office of Innovation in FY 2013 and what was planned for FY 2014? Ms. Wall replied the office is responsible for the Wikipedia work as well as the social media outcomes she described earlier. She said the office had established an innovation governance structure and set up an innovation hub (featuring a physical space for staff to work as well as a conceptual space for work). Mr. Ferriero added the office made NARA's contribution to the Open Government Plan and provide staff for the Citizen Archivist Dashboard. Mr. Bosanko said the office is also exploring emerging technology, such as the use of 3D printing at the Clinton Library. Dr. Gardner commented that Innovation will be critical in broadening outreach as part of the national education and exhibition programs. Ms. Wall said Innovation staff also contributed to Federal records management policies around social media.

Mr. Hauge asked if NARA had a cost estimate for digitizing 12 billion pages? Ms. Wall said the costs depends on how the digitization is done and who does the work.

### **Next meeting**

Mr. Ferriero said that with no budget yet the agency does not know the impact on FACA meetings like this Advisory Committee. He reminded the group of his commitment to two meetings a year. One could be virtual, but he said he prefers meeting in person. He suggested hosting the next meeting in Washington so the group can see the David Rubenstein Gallery in Archives I. He suggested a meeting in the fall. Susan Donius (Director of the Office of Presidential Libraries) suggested September or perhaps early in the new fiscal year, depending on the budget. Mr. Ferriero said he prefers September for the next meeting. In the mean time, Mr. Ferriero said NARA would sustain better communication with the Foundations.

**ACTION ITEM 6:** NARA will provide monthly reports to the Foundations as well as quarterly conference calls to sustain communications.

### **Public Comment**

The Archivist opened the floor for public comment or questions. No comments / questions were offered.

### **Action Item Summary**

**ACTION ITEM 1:** NARA will determine if Trust Funds can be spent on energy conservation projects. Policies will be reviewed and updated, as applicable.

**UPDATE:** The response from Micah Cheatham (CFO) is as follows:

NARA cannot say whether, as a general rule, we would fund an energy efficiency project from the National Archives Trust Fund. NARA is willing to consider specific proposals to use Trust Funds to improve the energy efficiency of our owned facilities. Any specific proposals would have to be considered on a case-by-case basis.

It is important to note that NARA has a robust program for building energy efficiency improvement. NARA's energy savings contractor, Honeywell, recently completed a detailed review of all Presidential Library facilities to identify viable and cost-effective energy efficiency improvement projects. NARA would expect that any energy efficiency improvement projects proposed for a Presidential Library would be consistent with or based on Honeywell's recommendations.

**ACTION ITEM 2:** NARA's Congressional Affairs Staff will prepare a summary analysis of key Congressional committee members and staffers.

**UPDATE:** The members of the House Committee on Oversight and Government Reform is available here - <http://oversight.house.gov/committee-members/>. The members of the House Committee on Appropriations is available here <http://appropriations.house.gov/about/members/>. The members of the Senate Committee on Homeland Security and Governmental Affairs can be found here - <http://www.hsgac.senate.gov/about>. The members of the Senate Committee on Appropriations are available here - <http://www.appropriations.senate.gov/about-members.cfm>.

**ACTION ITEM 3:** NARA will share the five-year exhibit plan for the National Archives with Foundations.

**UPDATE:** The five-year plan for the National Archives is being distributed with the draft minutes.

**ACTION ITEM 4:** NARA will provide the updated Interim Guidance on NARA Contingency Planning for Agency Operations During a Funding Lapse when the guidance is ready for distribution.

**UPDATE:** NARA Interim Guidance 103-1, Operations in the Absence of Appropriations, is being distributed with the draft minutes.

**ACTION ITEM 5:** NARA will provide a response describing the limitations on the ability of staff to perform their duties (including attend meetings) during a shutdown.

**UPDATE:** A summary of the legal authorities applicable to government shutdowns, including the Antideficiency Act, is being distributed with the draft minutes.

**ACTION ITEM 6:** NARA will provide monthly reports to the Foundations as well as quarterly conference calls to sustain communications.

**UPDATE:** Quarterly teleconferences will begin in the second quarter.