

# NATIONAL ARCHIVES AND RECORDS ADMINISTRATION



ANNUAL REPORT 2003



# *What is the National Archives and Re*

**ON THE COVER:**

*The National Archives Building in Washington, DC, was aglow in red, white, and blue in celebration of the reopening of the Rotunda for the Charters of Freedom the week of September 15, 2003. (Photo by Christopher McClary)*



Records Administration?

*The National Archives and Records Administration*

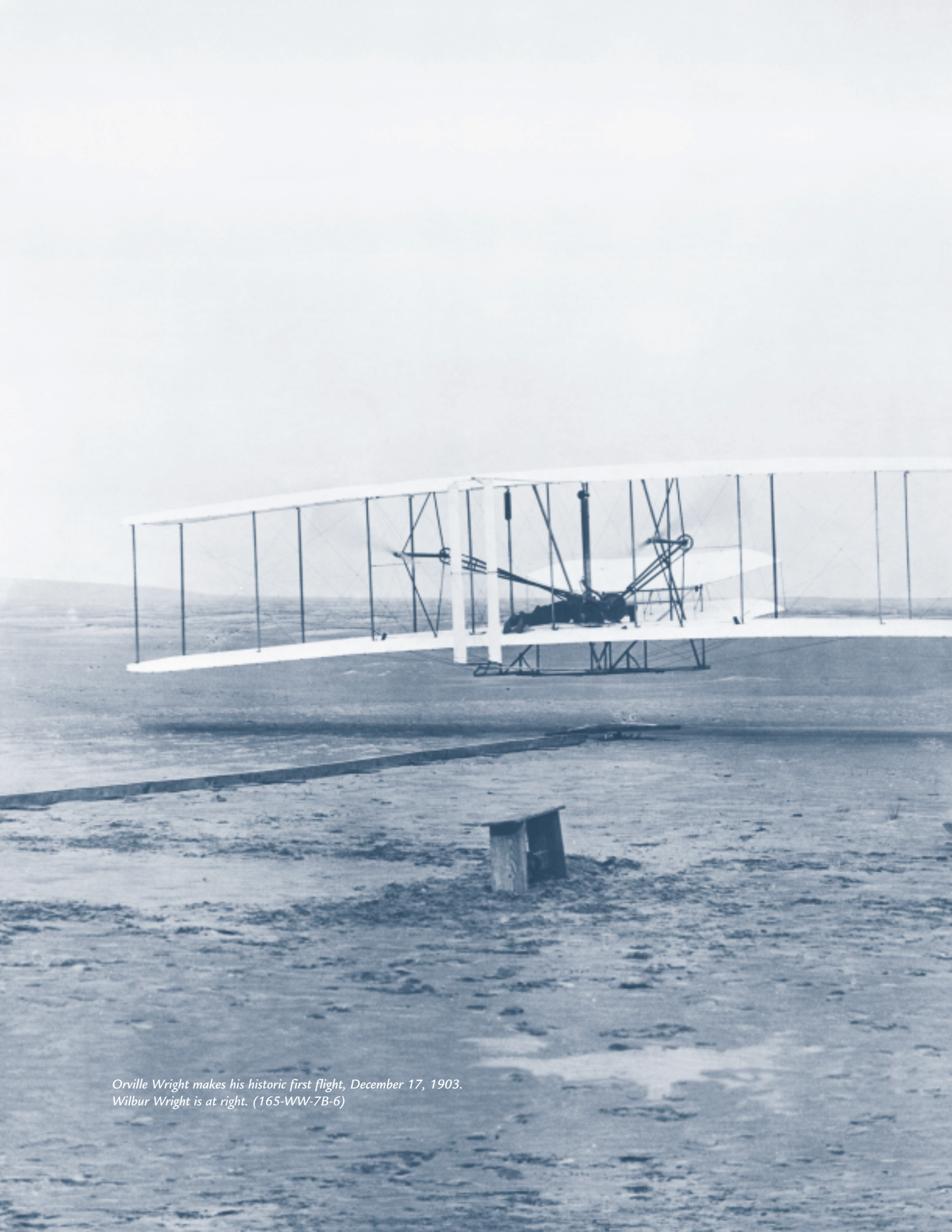
(NARA)

*is our national recordkeeper. An independent agency created by statute in 1934, NARA safeguards records of all three branches of the Federal Government. NARA's mission is to ensure that Federal officials and the American public have ready access to essential evidence—records that document the rights of citizens, the actions of Government officials, and the national experience.*

*NARA carries out this mission through a national network of archives and records services facilities stretching from Washington, DC, to the West Coast, including Presidential libraries documenting administrations of Presidents back to Herbert Hoover. Additionally, NARA publishes the Federal Register, administers the Information Security Oversight Office, and makes grants for historical documentation through the National Historical Publications and Records Commission.*

*NARA meets thousands of information needs daily, ensuring access to records on which the entitlements of citizens, the credibility of Government, and the accuracy of history depend.*





*Orville Wright makes his historic first flight, December 17, 1903.  
Wilbur Wright is at right. (165-WW-7B-6)*



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## Keeping the Records of a Nation United by Words

Here at the National Archives and Records Administration, we are happy to once again welcome visitors who come to see our nation's Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights. For the last two years, these founding documents have been undergoing conservation work at the same time the National Archives Building in Washington, DC, was being renovated.

In this report, we not only celebrate of the return of the Charters of Freedom—the centerpiece of the new National Archives Experience—we also show you how we continue to ensure that the records we hold are preserved and available to you. For while the Charters are unquestionably the most famous records we care for, all the records we hold play a vital role in our democracy.

Without these records, we would not be able to claim our rights and entitlements. We would not be able to hold our Government officials accountable for their actions. We would not know or be able to understand our past. Without these records, we would no longer live in a democracy.

The past year has been an exciting one for the National Archives, as we have seen several of our long-term projects move from the planning phase into implementation.

Electronic records and the technology that goes with them have forever changed the way the Federal Government does business, and we are redesigning Government recordkeeping to support the business operations of Federal agencies.

Now under development, our Electronic Records Archives (ERA) will solve the problem of how to preserve the electronic records of our Government and provide access to them far into the future. ERA is a revolutionary project that will have widespread applications, for the challenge of preserving electronic records affects everyone—from Federal agencies, to state and local governments, to the academic community, to the private sector.

Every day, we strive to advance initiatives like those mentioned above and also perform the day-to-day tasks that allow us to provide ready access to the essential evidence of our Government. And in everything we do, we strive to provide top-notch service to all our customers, especially the American public.

As we celebrated the return of the Charters of Freedom to public display, historian Ken Burns keenly observed that unlike other countries, which came together because of economics, religion, race, language, geography, or conquest, our country is here because of words and ideas. He said, “We see that we are stitched together by words, that words remind us of why, against all odds, and contrary to the general impulses of human nature, we agree to cohere as a people.”

America is sustained by the words, ideas, and spirit embodied within the millions of records that tell the stories of our Government and our people. And each day the National Archives and Records Administration works to preserve these records and make them accessible to anyone who wishes to examine them.

Every day we prove, over and over again, that records matter.



  
**John W. Carlin**  
*Archivist of the United States*

# Telling America's Story in the National Archives Experience

On September 17 it was my privilege to be present in the newly renovated Rotunda of the National Archives as the President, the Chief Justice, and leaders of Congress rededicated the beautiful space in which reside our nation's Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights.

It was a deeply moving experience as those charged with implementing the soaring ideals in these documents consecrated the Charters' home. In the presence of these documents it is hard not to sense an almost electric feeling that flows from the Charters of Freedom themselves—the high risk for a noble purpose that is the Declaration of Independence, the unprecedented creation of a democratic republic that is the Constitution, and the prescient wisdom that is the Bill of Rights, which assures the rights of the citizens above the power of the government.

The Foundation for the National Archives marked this momentous day with a black tie dinner in the foyer of the restored Rotunda. This was the largest and most important gathering of the growing community of individuals, corporations, and foundations dedicated to telling the story of the American spirit through the documents of our history.

We celebrated accomplishments, including the funding of the detailed restoration of the Rotunda murals painted by Barry Faulkner and the opening of the Foundation-managed Archives Shop. We also anticipated what is to come as the National Archives Experience continues to take shape.

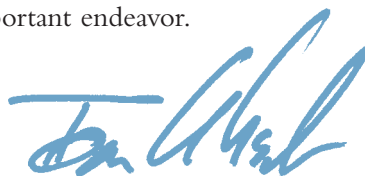
Before the Charters were removed from public display in July of 2001 for conservation work and the renovation of the National Archives Building, almost one million people a year came to see these founding documents of our democracy. And while many stood in awe as they stared at the signatures of our Founding Fathers, they often left without an appreciation for the countless records tucked away behind the marble walls of the Rotunda—records that tell the stories of America.

This realization led to the development of the National Archives Experience, which is designed to highlight records of America's story. This permanent exhibition will allow visitors, both in person and online, to discover and share the spirit embodied in documents as diverse as the Emancipation Proclamation, Thomas Edison's patent application for the light bulb, census data, and film archives.

Our Founding Fathers had the foresight to create charters that were flexible and relevant for future societies. Those who followed had the courage to stand up for those ideals on battlefields like Gettysburg and the beaches of Normandy, at the portal of Ellis Island, or in the streets of Selma.

September 17 was indeed was a momentous day for the National Archives, the Foundation for the National Archives, and all who believe in the importance of our national records. The Charters of Freedom are home—safe, secure, and accessible to all.

Now our challenge is to build a tribute to the Americans who have left their stories in records. I hope you will join us in this important endeavor.



**Tom Wheeler**

*President of the Foundation for the National Archives*





# *The Charters of Freedom Return*

*When the Rotunda of the National Archives Building reopened in September 2003, it was a historic moment, not just for the National Archives but for the nation.*

The Declaration of Independence, the Constitution, and the Bill of Rights—known collectively as the Charters of Freedom—returned to public display in 2003, in new state-of-the-art encasements, in a remodeled Rotunda, in a stately building undergoing a full renovation.

A rededication ceremony on September 17 featured the President of the United States, the Speaker of the U.S. House of Representatives, the Chief Justice of the United States, and other Government leaders and supporters of the National Archives.

“In this Rotunda are the most cherished material possessions of a great and good nation,” President George W. Bush said. “By this rededication, we show our deep respect for the first principles of our republic, and our lasting gratitude to those first citizens of the United States of America.”

The next day, the Rotunda reopened to the public, and visitors from near and far once again lined





*Archivist John W. Carlin welcomed President George W. Bush and First Lady Laura Bush to the ceremony rededicating the newly renovated Rotunda for the Charters of Freedom in the National Archives Building in Washington, DC, on September 17, 2003. (Photo by Richard Schneider; inset photo by Earl McDonald)*

## *to the National Archives Building*

up to view the documents that set forth the case for American independence, established the framework for a new democratic government, and spelled out the rights and freedoms of individuals.

Throughout that first weekend, as visitors streamed through the Rotunda, celebratory activities took place in nearby space and outside on the Grand Staircase facing the National Mall. At night, sound and light shows lit up the building in red, white, and blue.

It was a joyful “homecoming” for the nation’s most precious documents.



The rededication of the Rotunda was both an end and a beginning.

The reopening concluded our work on the Charters of Freedom. In July 2001, these parchments were transferred to our Document Conservation Laboratory, where they were carefully removed from

their half-century-old encasements. Our conservators then painstakingly examined each letter under a microscope, looking for the tiniest flakes of loose ink and reattaching them. They also cleaned and mended old tears and removed surface dirt.

“The work of handling the fragile parchment and preparing it for these new encasements had to be difficult,” President Bush remarked. “I do know there’s little margin for error.”

Finally, the Charters were placed in new state-of-the-art encasements made by the National Institute of Standards and Technology.

Meanwhile, we redesigned the Rotunda so the Charters could be better viewed by children and individuals in wheelchairs. And, for the first time, we placed all four pages of the Constitution on permanent display.

We also opened a new exhibition to accompany the Charters, “A New World Is at Hand,” which

*During the first few days the Rotunda was open again, hundreds of visitors came to view the nation's founding documents. (Photo by Christopher McClary)*



chronicles the creation of the Charters and illustrates how they have determined the course of our history and continue to shape the future.

But this was also a beginning.

The reopening marked the launch of the National Archives Experience, an innovative and powerful permanent exhibition that will take visitors on a journey from the Charters into the wider world of records that set the course of American history and celebrate the spirit of America.



The renovation of the National Archives Building and the creation of the National Archives Experience are the result of two important partnerships: one with the White House and the Congress, the other with the Foundation for the National Archives.

Congress appropriated \$110 million for a comprehensive National Archives Building renovation,

which is continuing even with the reopening of the Rotunda. We are especially grateful to Senators Ben Nighthorse Campbell and Byron Dorgan and Representatives Jim Kolbe and Steny Hoyer for their help in securing this funding.

The renovation is far-reaching: upgrading all systems and complying with Federal accessibility standards; improving the safety and security for the records, staff, and visitors; and modernizing the office space for staff and the research areas for visitors.

Federal appropriations also funded the work on the Charters and the redesign of the Rotunda as well as the infrastructure for the National Archives Experience, for which the Foundation is our close and indispensable partner.

In the Rotunda, the Foundation underwrote the restoration of the magnificent Barry Faulkner murals above the Charters, which depict the presentations of the Declaration of Independence and the Constitution.

The Foundation also opened the Archives Shop, a retail store on the street level of the National Archives Building that features reproductions of documents, books about American history, National Archives-branded souvenirs and apparel, and other items.

With a \$5 million grant given by the William G. McGowan Charitable Fund, Inc., to the Foundation, we are constructing a new 294-seat theater in the building. By day, the William G. McGowan Theater will show a film on the relationship of records and democracy; by night, it will host debates on public

*A conservator uses a soft brush to remove eraser crumbs from the top edge of page one of the Constitution. Part of the treatment completed this year included cleaning surface dirt from bare areas of parchment on each of the Charters. (Photo by Earl McDonald)*



policy and show documentary films, many from our holdings.

The Foundation is also making possible other elements of the National Archives Experience, including the Public Vaults, a permanent interactive exhibit that will take visitors “inside” the National Archives. There, visitors will see how the records that shaped and continue to shape our nation offer insights into their own lives and invite them to return to the Archives and research their own family’s history.

Nearby, the Foundation is underwriting programs for two other components of the National Archives Experience. The Special Exhibition Gallery will feature records-based exhibits on timely topics or touring exhibits. The Learning Center will host workshops for teachers and students on using primary sources in the classroom.



On Bill of Rights Day, December 15, 2003, in partnership with *U.S. News & World Report* and National History Day, we announced the results of a nationwide vote to determine the 10 documents that most defined America.

This was the latest phase of the *Our Documents* project, which is part of President Bush’s initiative to promote the teaching and understanding of American history and civics.

The project focuses on 100 of the most important documents in American history, nearly all of which are in our holdings. They range from the Charters of Freedom, signed public laws, and Presidential speeches to Supreme Court decisions, treaties, and constitutional amendments.



*A visitor to the new Archives Shop in the National Archives Building participates in The People’s Vote, a national challenge to find out which 10 documents people think have been the most significant in American history. The Archivist launched the vote on September 17, 2003. (Photo by Earl McDonald)*



In his remarks at the rededication ceremony for the Rotunda for the Charters of Freedom, John W. Carlin, Archivist of the United States, noted that while the Charters are the most famous documents in the National Archives, all the records we hold are vital to our democracy.

“Just as the Charters of Freedom remind us of the land of liberty envisioned by our Founding Fathers,” Carlin said, “the records of our people reveal the courage, determination, and spirit that have shaped our democracy throughout its history.”

In those records are the story of America—and your story.

## To find out more...

- For a full report on the September 17, 2003, rededication ceremony, go to [www.archives.gov/national\\_archives\\_experience/visit\\_reopening\\_remarks.html](http://www.archives.gov/national_archives_experience/visit_reopening_remarks.html).
- For more information about the National Archives Experience, go to [www.archives.gov/national\\_archives\\_experience/explore.html](http://www.archives.gov/national_archives_experience/explore.html).
- For details on the renovation of the National Archives Building, go to [www.archives.gov/national\\_archives\\_experience/visit\\_renovation\\_details.html](http://www.archives.gov/national_archives_experience/visit_renovation_details.html).
- For complete information about the *Our Documents* project and *The People’s Vote* and for high-resolution images of each document, go to [www.ourdocuments.gov](http://www.ourdocuments.gov).
- To learn more about the Charters of Freedom, go to [www.archives.gov/national\\_archives\\_experience/charters.html](http://www.archives.gov/national_archives_experience/charters.html).
- To learn about and subscribe to *Prologue: Quarterly of the National Archives and Records Administration*, go to [www.archives.gov/publications/prologue/index.html](http://www.archives.gov/publications/prologue/index.html).



# A Little Information Can Make a Big Difference

*In March 2003, a researcher from Dallas contacted the National Archives for information about the SS Harriet Monroe, a merchant marine vessel.*

The merchant marine is a fleet that carries imports and exports during peacetime—and that delivers troops and supplies in times of war. During World War II, many merchant mariners saw military action.

Merchant mariners now have veterans' status, entitling them to veterans' benefits for injuries sustained in action.

The researcher's father-in-law claimed he had served on the crew of the SS *Harriet Monroe* and had come under enemy fire in the Philippines on January 12, 1945. But he needed proof to obtain veterans' benefits for injuries resulting from that action.

Official logbooks were issued to merchant vessels at the beginning of each voyage and were turned in at the end. The National Archives facility in San Bruno,

*The secret logbooks of the SS Harriet Monroe, found at NARA's Pacific Region in San Bruno, CA, held the key to veterans' benefits for a former merchant mariner. (Photo by Joseph Sanchez)*



CA, holds about 11,000 official merchant vessel logbooks for voyages that terminated at the port of San Francisco.

Archives technician Joseph Sanchez found the official logbook of the SS *Harriet Monroe* for a voyage that commenced at San Francisco in September 1944 and terminated there in April 1945.

The logbook included a crew list that confirmed the father-in-law's presence on the ship; however, the book did not contain a single entry mentioning enemy action on or around January 12.

But Sanchez knew of another collection of World War II-era logbooks, known as the "secret logbooks" because they once were classified. In the formerly secret logbook of the SS *Harriet Monroe* for that same voyage, he found several entries describing enemy action on January 12, 1945.

The researcher's father-in-law now has the proof he needs and is able to claim full veterans' medical benefits for his injuries.



*Genealogists come to NARA facilities to consult the thousands of rolls of microfilmed records available to the public. Here, in the new Research Center in the National Archives Building in Washington, DC, a researcher looks for the roll she needs. (Photo by Roscoe George)*

Another researcher visited our facility in New York seeking naturalization records for his terminally ill mother. Medicare officials had refused to pay for her treatment unless he could prove that she was a citizen, but she had lost her naturalization certificate. Not only did NARA

staff help find the proof the woman needed, they worked with the Bureau of Citizenship and Immigration Services to quickly issue a letter of citizenship and get it to the son.

These stories are not unique. Helping individuals document their role in America's past—and secure their rights in America's future—is a big part of what the National Archives does. Every day, in NARA facilities around the country, our staff helps people find the evidence they need to verify their rights and entitlements and trace their family history.

And we continue to make that evidence more accessible. In 2003, we made progress in our five-year project to microfilm and make available nationwide the records of the Bureau of Refugees, Freedmen, and Abandoned Lands, a major source of genealogical information for African American families. Records for the District of Columbia, Florida, Alabama, Arkansas, Georgia, and Kentucky are now available.

We also built a new Research Center at the National Archives Building in Washington, DC. This facility consolidates a number of research functions previously found on several floors of the building. Researchers will find that their visit is easier, speedier, and more efficient because of the new center.

We are proud that visitors to any National Archives facility, anywhere in the country, will find committed staffers to help them find the evidence they need.



*NARA's staff is ready to help customers find the record they want or put them on the proper research path. Here, Joseph Sanchez (right), an archives technician in the National Archives regional facility in San Bruno, CA, assists J. G. Frankel with his research project. (Photo by Patti Bailey)*

## To find out more...

- Our *Guide to Genealogical Research in the National Archives* is available in an extensively revised and expanded third edition. For more about our publications, go to [www.archives.gov/publications/index.html](http://www.archives.gov/publications/index.html).
- For more background on the Freedmen's Bureau project, go to [www.archives.gov/publications/prologue/summer\\_2002\\_freedmens\\_bureau.html](http://www.archives.gov/publications/prologue/summer_2002_freedmens_bureau.html).
- For more information about the new Research Center at the National Archives Building, go to [www.archives.gov/publications/prologue/fall\\_2003\\_research\\_center.html](http://www.archives.gov/publications/prologue/fall_2003_research_center.html).
- To visit our Research Room online, go to [www.archives.gov/research\\_room/index.html](http://www.archives.gov/research_room/index.html).



# Managing the Digital Records of Government



*ERA Program Director Ken Thibodeau explains the challenges of electronic records to representatives from companies interested in building the Electronic Records Archives at a Business Seminar on August 27, 2003. (Photo by Richard Schneider)*



*While the National Archives and Records Administration (NARA) is best known as the home of some of the most famous documents in American history, much of our day-to-day activity centers on managing the records created by Federal agencies.*

NARA is the Government's recordkeeper, and billions of paper records continue to fill our records centers all around the country.

Today, however, more and more of the records that come to us are electronic, as our Government not only creates electronic records but also provides citizens access to Government services and information through the Internet.

As a result, we are seeing an explosion in the number of electronic text documents, financial presentations, photographs and images, e-mails, and web sites that constitute a significant part of the records of our Federal Government.

To meet the challenges presented by this tidal wave of electronic records, NARA has stepped up its efforts to help other Government departments and agencies deal with records management problems—and to create an electronic archives of the future.



Throughout the Government, records management is generally based on practices developed in a paper environment, but those practices are no longer workable in an era of electronic records.

In the previous year we had collected and analyzed information about records management practices throughout the Government. That work made it clear that we must redesign the way the Government manages its records and build a permanent nationwide online archive for electronic records. We spelled out our goals, strategies, and tactics in *Strategic Directions for Federal Records Management*. Our goals are to:

- Ensure that Federal agencies can economically and effectively create and manage records necessary to meet business needs.
- Keep records long enough to protect rights of citizens and assure accountability of Government.
- Preserve and make available for future generations all records of archival value.

One example of a strategy we adopted is to give agencies the flexibility to manage their records in a variety of ways depending on how the records are actually used. The rationale: It's more important that an agency has the records it needs when it needs them rather than a textbook records management program that may not serve its needs.

Another strategy we have put into practice is resource allocation, a new methodology for prioritizing where to allocate scarce records management resources of NARA and other agencies. We successfully piloted this approach with the new Department of Homeland Security.

In our role as managing partner of the Electronic Records Management (ERM) Initiative, we continued to make progress on establishing the records infrastructure that will make e-Government work. This initiative is one of 24 Administration e-Government initiatives aimed at making it simpler for citizens to receive high-quality service from Government, while reducing the cost of delivering those services.



Representative Adam Putnam of Florida visited the Virtual Archives Laboratory and watched information technology specialist Richard Lopez demonstrate the persistent archives prototype, an application developed by the San Diego Supercomputer Center, an ERA research partner. From left, L. Reynolds Cahoon, Assistant Archivist for Human Resources and Information Services; Lori Martin, John J. Hambel, Jr., Bob Dix of Putnam's staff; and Putnam. (Photo by Richard Schneider)

# Today & Tomorrow

Millions of cubic feet of paper Federal records fill NARA's records centers. NARA is exploring ways to use technology to preserve the growing amount of electronic records and better manage both electronic and traditional records. At our Lee's Summit facility, archives technician Jackie Bradley retrieves Federal court records for a customer. (Photo by Vern Johnson)



The Archival Research Catalog (ARC) is the online catalog of NARA's nationwide holdings. ARC contains 124,000 digital images and descriptions for about 20 percent of NARA's vast holdings. A search for "women workers" turns up this World War II-era photograph of women working on a B-17F ("Flying Fortress") bomber at the Douglas Aircraft Company in Long Beach, CA. (ARC Identifier 535582)



The regulations.gov web site allows citizens to access proposed Federal regulations and comment on them via the Internet.

With our Federal partners, the ERM Initiative is providing the guidance and tools that agencies will need to manage their records in electronic form, particularly records that support e-Government. The Environmental Protection Agency is developing model criteria and requirements to help agencies acquire an electronic records management system. The Department of Defense has updated its records management application standard (DOD 5015.2), and NARA and DOD are promoting its use Government-wide.

In the past year, NARA worked with partner agencies to conduct pilot transfers and develop transfer requirements for new record formats. We expanded the options other agencies have to transfer electronic records to us by allowing a new tape format and computer-to-computer transfers. With other partner agencies, we identified ways in which electronic records could be transferred to NARA in an automated manner. We also issued transfer guidance for scanned images of textual records, PDF files, and digital photography.



Even as we assist other agencies in managing today's electronic records, we made significant progress in our plan to design and build the Electronic Records Archives (ERA). The ERA will preserve and make accessible electronic records far into the future without dependence on any particular computer hardware or software.

During 2003, in meetings around the country, we engaged in dialogues with potential users. We also conducted an extensive series of meetings with potential contractors to help us refine the requirements of the ERA. We expect to award the design contract in May of 2004.



Our research efforts to build ERA have from the start involved important partners from both inside and outside the Federal Government. In 2003, we gained two new research partners, the National Nuclear Security Administration and the Stanford Linear Accelerator Center at Stanford University, both in association with the Department of Energy.

Also as part of our ERA research activities, we built an in-house Virtual Archives Laboratory in partnership with the University of Maryland's Institute for Advanced Computer Studies and the San Diego Supercomputer Center. The Virtual Lab will allow our staff to experiment with technology that may be used for ERA.



The goal of all these efforts is part of our mission of providing ready access to essential evidence that documents the rights of citizens, the actions of Government officials, and the national experience. In 2003 we made more records available online and provided online researchers with more tools to locate other records in our holdings.

We launched Access to Archival Databases (AAD), the first publicly available tool developed and funded under the ERA program. AAD provides direct online access to a selection of nearly 50 million historic electronic records created by more than 20 Federal agencies.

We completed development of the data entry portion of our Archival Research Catalog, which contains online descriptions of about 20 percent of our records. With the new system, we can speed the process of making more descriptions of records available online.

We partnered with other agencies in the new web site, [www.regulations.gov](http://www.regulations.gov), which makes the Federal rule-making process more accessible to citizens who want to comment on proposed regulations. Our Office of the Federal Register took the lead in developing this web site.

And we signed an agreement with the



The Access to Archival Databases home page has links that describe the project and provide users with tips on how to use the application.

Government Printing Office to ensure that documents now available on the GPO web site, [www.gpoaccess.gov](http://www.gpoaccess.gov), will remain available permanently. Among those are two NARA publications, the *Federal Register* and the *Code of Federal Regulations*.



As we design new ways of recordkeeping for new kinds of records, we are keeping in mind our central mission of making these records—the story of America and the story of its citizens—available to anyone, anywhere, anytime.

That's why we're spending so much time and staff resources redesigning Federal records management and building an archives of the future—because we serve not only today's Americans, but the generations of Americans to come.

## To find out more...

- The Electronic Records Management initiative is described in detail at [www.archives.gov/records\\_management/initiatives/erm\\_overview.html](http://www.archives.gov/records_management/initiatives/erm_overview.html).
- The Records Management Initiatives are discussed at [www.archives.gov/records\\_management/initiatives/rm\\_redesign\\_project.html#overview](http://www.archives.gov/records_management/initiatives/rm_redesign_project.html#overview).
- For background on the Electronic Records Archives program, go to [www.archives.gov/electronic\\_records\\_archives/about\\_era.html](http://www.archives.gov/electronic_records_archives/about_era.html). There are links there to our ERA partners and related information.
- The Archival Research Catalog can be accessed at [www.archives.gov/research\\_room/arc/index.html](http://www.archives.gov/research_room/arc/index.html).
- Access to Archival Databases can be found at [www.archives.gov/aad/index.html](http://www.archives.gov/aad/index.html).



# Preserving the Sig



A researcher at the National Archives at College Park, MD, reviews a film in the Motion Picture Research Room. (Photo by Carrie Goeringer)

*The story of America is perhaps best told in the most American of ways—through the sights and sounds of history as it happened.*

*Those sights and sounds are at the National Archives.*

We have one of the world's largest audio-visual archives, and it captures major events of the 20th century as witnessed by those who lived through them: soldiers and sailors, farmers and assembly line workers, artists and entertainers, scientists and inventors, astronauts and explorers, Presidents and statesmen.

We see the automobile creating an ever-mobile America in scenes from the Ford Film Collection.

We see the struggles of the Depression in the Dust Bowl in Pare Lorentz's classic Government documentaries, *The River* and *The Plow That Broke the Plains*.

We see GIs fighting in Europe and the Pacific, Korea, and Vietnam in official combat footage.

We see the assassination of President John F. Kennedy in Abraham Zapruder's famous 8mm amateur home movie.

Our holdings are preserved and accessible on 360,000 reels of film, 275,000 sound recordings, and 85,000 videotapes. Included are large collections of



The William G. McGowan Theater at the National Archives Building in Washington, DC, seen under construction, will show films from NARA's holdings and contemporary documentaries. (Photo by Roscoe George)

# fits and Sounds of America's Story

newsreels, donated film collections, Government-produced documentaries, and edited and unedited film from Government and private sources. We have videotapes of all congressional floor debates since televised sessions began. And we have captured enemy film from World War II and the Korean and Vietnam wars.

For years, these rich resources have been researched for movies and documentaries. Such celebrities as Bob Hope and Gregory Peck have come to NARA to view them. Documentary filmmakers Charles Guggenheim and Ken Burns mined our collections for their award-winning films and television series.

Each year, thousands of researchers screen our holdings for documentary productions on cable television, such as the History Channel, the A&E network, and the Discovery and The Learning Channels—as well as for programming on the Public Broadcasting Service. And while World War II remains a strong subject of research, there is increased interest in the Korean War and Vietnam War periods.

These priceless strings of pictures and streams of sound will have some exciting new outlets in late 2004.

Material from our audiovisual holdings will be used in the Public Vaults, an interactive, multimedia

component of the National Archives Experience that will take visitors “inside” NARA for up-close looks at some of our many records. An exhibit called “Reel D-Day” will feature clips from the D-day landing on June 6, 1944. “Moonwalk One” will show man’s first steps on the moon on July 20, 1969.

And our films will gain a new venue when the William G. McGowan Theater opens in the National Archives Building in Washington, DC. The 294-seat theater is named for McGowan, who founded MCI Communications Inc., in recognition of a \$5 million gift to the National Archives Experience from the William G. McGowan Charitable Fund, Inc.

Among the McGowan Theater’s missions will be that of an outlet for the many films in NARA’s holdings and the work of filmmakers who drew material from our holdings. Through our signature film on the importance of records in a democracy and our new Center for Documentary Film, we hope to educate as well as entertain audiences.

The sights and sounds of our American story are without equal in importance and impact. We hope you will join us at the McGowan Theater to see and hear them.



Above: Production stills from *The Plow That Broke the Plains* (1936), written and directed by Pare Lorentz for the Farm Security Administration. (96-LF-1-1; 96-LF-1-2)

A scene from the documentary, *Know Your Ally—Britain* (1943), produced by the U.S. War Department. (111-OF-16)

A still shot from the USIA documentary *The School at Rincon Santo* (1963). (306.5915)

## To find out more...

- For information on our motion picture and sound and video collections, go to [www.archives.gov/research\\_room/media\\_formats/film\\_sound\\_video.html](http://www.archives.gov/research_room/media_formats/film_sound_video.html).
- For more information about the William G. McGowan Theater, go to [www.archives.gov/media\\_desk/press\\_releases/nr03-62.html](http://www.archives.gov/media_desk/press_releases/nr03-62.html).
- For more information about the National Archives Experience, go to [www.archives.gov/national\\_archives\\_experience/explore\\_learn\\_more.html](http://www.archives.gov/national_archives_experience/explore_learn_more.html).



# *NARA's Updated Strategic Plan Reaffirms Our Course*

*In 2000 we issued the first  
update of NARA's Strategic Plan.*

*This year we transmitted the  
next update of that plan, Ready*

*Access to Essential Evidence:*

*The Strategic Plan of the*

*National Archives and*

*Records Administration,*

*1997–2008.*



*T*hanks to the help received from our customers within and outside the Government, our key stakeholders, and members of our own staff, this update reaffirms the course we are taking toward achieving our 10-year plan.

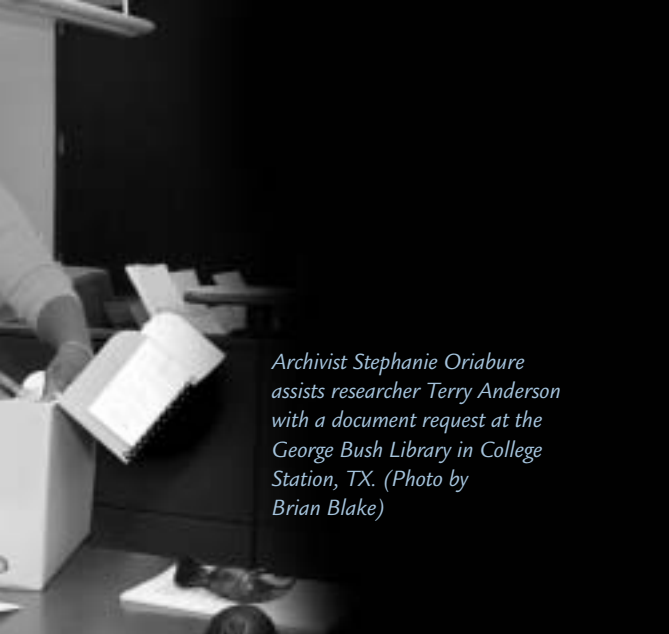
While four of our goals remain essentially the same, we have added a new goal for electronic records to highlight the significance that these records have for our mission. For NARA to provide ready access to essential evidence, we must ensure that

1. Essential evidence is created, identified, appropriately scheduled, and managed for as long as needed.
2. Electronic records are controlled, preserved, and made accessible for as long as needed.
3. Essential evidence is easy to access regardless of where it is or where users are for as long as needed.
4. All records are preserved in an appropriate environment for use as long as needed.
5. NARA strategically manages and aligns staff, technology, and processes to achieve our mission.

This updated plan does several things.

It identifies achievements we have made, such as launching our new Internet-accessible catalog describing our holdings, opening the 1930 census records, and reopening the newly renovated Rotunda and re-encased Charters of Freedom.

The plan identifies efforts under way to meet objectives, such as our steps toward creating a viable Electronic Records Archives, implementing initiatives to redesign Federal records management, and making



*Archivist Stephanie Oriabure assists researcher Terry Anderson with a document request at the George Bush Library in College Station, TX. (Photo by Brian Blake)*



*Archives specialist Katherine Vollen responds to researcher e-mail and assists a researcher at the National Archives Building in Washington, DC. (Photo by Roscoe George)*

## Using the National Archives and Records Administration

Fiscal Year 2003

Location	Researchers Microfilm	Researchers Other Records	Written Requests	Public Program Attendees	Museum Visitors
<b>Washington, DC, Area</b>	<b>33,043</b>	<b>56,922</b>	<b>39,347</b>	<b>1,693</b>	<b>17,641*</b>
Federal Register	—	—	1,357	—	—
<b>Office of Regional Records Services</b>					
Northeast Region (Boston)	13,512	1,344	2,457	681	—
Northeast Region (New York)	7,016	1,518	5,586	785	—
Northeast Region (Pittsfield)	5,220	—	977	113	—
Mid Atlantic Region (Philadelphia)	10,556	453	2,251	752	—
Southeast Region (Atlanta)	5,882	706	3,002	367	—
Great Lakes Region (Chicago)	6,313	404	4,398	148	—
Great Lakes Region (Dayton)	—	—	—	157	—
Central Plains Region (Kansas City)	4,285	375	2,422	449	—
Southwest Region (Fort Worth)	7,335	624	4,039	268	—
Rocky Mountain Region (Denver)	7,577	826	427	666	—
Pacific Region (Laguna Niguel)	8,943	446	1,694	1,125	—
Pacific Region (San Bruno)	7,918	1,569	2,442	257	—
Pacific Alaska Region (Anchorage)	2,464	403	400	117	—
Pacific Alaska Region (Seattle)	10,263	906	1,545	1,312	—
National Personnel Records Center	—	—	903,154	18	—
<b>Regional Records Services Total</b>	<b>97,284</b>	<b>9,574</b>	<b>934,794</b>	<b>7,215</b>	
<b>Presidential Libraries</b>					
Hoover	—	577	887	30,625	66,639
Roosevelt	—	1,442	3,075	15,629	96,782
Truman	—	431	2,093	4,129	105,471
Eisenhower	—	592	3,455	16,671	89,659
Kennedy	—	1,627	3,235	46,562	165,403
Johnson	—	1,092	2,630	15,960	206,910
Nixon	—	706	920	322	—
Ford	—	913	2,410	18,977	68,646
Carter	—	188	780	341	86,087
Reagan	—	470	350	29,287	130,387
Bush	—	243	2,110	48,738	151,501
Clinton	—	—	1,061	—	—
<b>Presidential Libraries Total</b>	<b>—</b>	<b>8,281</b>	<b>23,006</b>	<b>227,241</b>	<b>1,167,485</b>
<b>NATIONWIDE TOTALS</b>	<b>130,327</b>	<b>74,777</b>	<b>998,504</b>	<b>236,149</b>	<b>1,185,126</b>

\*The Rotunda of the National Archives Building in Washington, DC, reopened to the public on September 18, 2003.

increasingly more of our records and services available to our customers through the Internet.

Our updated plan also accounts for the different world in which we work after September 11, 2001, with efforts identified for working closely with Federal agencies that create classified records and ensuring the security of NARA's information technology systems and facilities.

Our new plan also incorporates suggestions from Government and private industry on ways to better measure our results and the benefits customers want to realize.

Following are some performance highlights from 2003, organized by strategic goal.

viding practical recordkeeping guidance and tools to Federal agencies for managing electronic records. This year, we added two new file formats that NARA can accept—scanned images of textual records and PDF files.

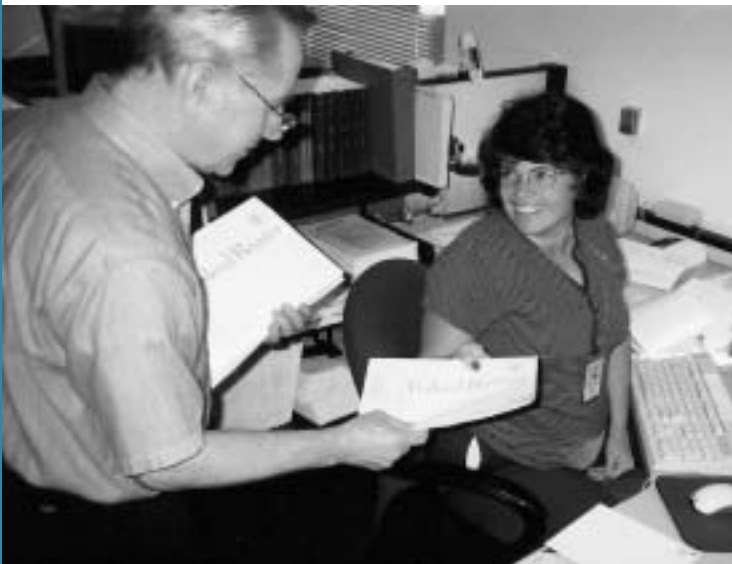
- Since 1999, *Targeted Assistance* has put NARA in partnership with more than 75 Federal agencies on more than 340 projects to help them resolve records management issues. To date, 238 of those projects have been successfully completed.

## Meeting Electronic Records Challenges

- We took important steps toward building and acquiring an *Electronic Records Archives*, where the records of digital government will be managed, preserved, and made available to anyone, anywhere, at anytime. We completed the majority of the concept exploration phase and made refinements to the ERA acquisition strategy to support a 2004 contract award for design of the system.
- To meet an immediate need to provide direct access to electronic records for the first time ever, we launched the *Access to Archival Databases* system. This system provides researchers with online access to more than 50 million selected electronic records, created by more than 20 Federal agencies.
- We completed processing electronic records from the Ronald Reagan and George H.W. Bush administrations, and began processing nearly 30 million e-mail messages from the Clinton administration.

## Expanding Opportunities for Access

- We began to roll out the data entry component of the *Archival Research Catalog* to our archival units nationwide. This system allows us to add more descriptive data to ARC. People who want to do research in ARC can now search nearly 600,000 descriptions and access more than 123,000 digital images. While this represents only about 20 percent of our holdings, we have set aggressive targets to get many more of our holdings described in ARC over the course of our Strategic Plan.



Gary Posslet delivers a copy of the Federal Register to Bonnie Fritts at NARA's Office of the Federal Register. (Photo by Alomha Morris)

## Improving Records Management

- We issued *Strategic Directions for Federal Records Management*, our roadmap for redesigning records management and partnering with Federal agencies to ensure that records management supports their business needs and archival records are preserved for future generations.
- We reengineered our *records lifecycle business processes*, the results of which provide a model upon which requirements for an Electronic Records Archives are being built.
- *The Electronic Records Management Initiative*, one of the President's 24 e-Government initiatives, is pro-

## Records Center and Records Management Activities

Fiscal Year 2003

	Federal Agency Reference Requests	Federal Agency Requests for Appointments to Review Records	Records Management Training
<b>Washington, DC, Area</b>	<b>873,180</b>	<b>2,012</b>	<b>950</b>
<b>Office of Regional Records Services</b>			
Northeast Region (Boston)	355,685	1,152	202
Northeast Region (Pittsfield)	35,527	0	21
Northeast Region (New York)	0	355	547
Mid Atlantic Region (Philadelphia)	2,072,889	1,704	58
Southeast Region (Atlanta)	665,496	3,392	222
Great Lakes Region (Chicago)	303,094	5,528	106
Great Lakes Region (Dayton)	2,137,810	710	128
Central Plains Region (Kansas City)	650,654	843	155
Central Plains Region (Lee's Summit)	420,318	825	0
Southwest Region (Fort Worth)	605,789	3,194	71
Rocky Mountain Region (Denver)	506,581	1,135	154
Pacific Region (Laguna Niguel)	277,470	6,215	473
Pacific Region (San Bruno)	1,213,031	2,149	38
Pacific Alaska Region (Seattle)	125,154	4,655	267
National Personnel Records Center	1,118,882	120	20
<b>Regional Records Services Total</b>	<b>10,488,380</b>	<b>31,977</b>	<b>2,442</b>
<b>TOTALS</b>	<b>11,361,560</b>	<b>33,989</b>	<b>3,392</b>



Two researchers in the textual research room at the National Archives at College Park, MD, study the records they have had pulled. (Photo by Carrie Goeringer)

- We improved *customer service at the National Personnel Records Center* by fully deploying our Case Management and Reporting System. By the end of the year, 41 percent of military service record requests were answered within 10 working days.
- We completed microfilming of records of the Bureau of Refugees, Freedmen, and Abandoned Lands (*Freedmen's Bureau*) for 6 out of 15 states to make these records available for public use.
- Nearly 31 million visitors accessed our web site this year, a 58-percent increase over last year. We continued to expand the resources we provide through sites such as *ourdocuments.gov*, which provides information online to students, teachers, and the general public about American history, civics, and service. As part of the e-Government rulemaking initiative, *regulations.gov*, we provided online access for the public to provide comments on rules and proposed rules published in the *Federal Register*.



Deborah Osterberg, museum curator at Mt. Rainier National Park, meets with archivist Valoise Armstrong and intern Sarah Nelson at NARA's Pacific Alaska Region in Seattle, WA, to identify permanent records in the park's central files prior to transfer to NARA. (Photo by Jeff Benson)

- We continued to serve our customers well. If you wrote to us with a request about our holdings, 94 percent of the time we responded to you within 10 working days. If you made an appointment to look at records in one of our research rooms, 99.9 percent of the time your records were ready when you arrived. If you asked to have a record pulled at one of our research rooms, 96 percent of the time the record was pulled within an hour of your request or the scheduled pull time.

## Meeting Storage and Preservation Needs

- We reopened the renovated Rotunda of the National Archives Building to the public on September 18, 2003. We also completed extensive

conservation work and re-encasement of the Charters of Freedom—the Declaration of Independence, the Constitution, and the Bill of Rights. The murals of the signers of the Charters of Freedom, painted by artist Barry Faulkner, were also restored.

- We renovated and reopened the Presidential Gallery of the Eisenhower Library and made significant progress on construction of the Roosevelt Library Visitors Center. In addition, we completed a plaza and seawall repair project at the Kennedy Library and completed construction of an addition at the Ford Museum.
- At our regional records center in Dayton, OH, we added three new records center storage bays. And we acquired additional records center storage space in Lenexa, KS.



Facility manager Steve Samford reviews architectural blueprints for the Clinton Library in Little Rock, AR. The library is scheduled to open in November of 2004. (Photo by John Keller)

## Strategically Managing Our Resources

- We made significant progress in preparing our new electronic editing and publishing system for the *Federal Register*. This system will begin to accept electronic document submissions in 2004.
- We created a new intranet web site for our staff, *NARA@work*, to improve the information and tools available to help staff do their work.

We welcome your continued input into our planning and reporting processes. If you have any comments on our Strategic Plan, or any of our plans and reports, please share them with us at [vision@nara.gov](mailto:vision@nara.gov).



Archives technician Annette Grooms processes an Internal Revenue Service request at the Dayton, OH, facility in NARA's Great Lakes Region. (Photo by David Cornelisse)

## To find out more...

- *Ready Access to Essential Evidence: The Strategic Plan of the National Archives and Records Administration 1997–2008* (Revised 2003) can be found on our web site at [www.archives.gov/about\\_us/strategic\\_planning\\_and\\_reporting/2003\\_strategic\\_plan.html](http://www.archives.gov/about_us/strategic_planning_and_reporting/2003_strategic_plan.html). Printed copies are available by contacting the Policy and Communications Staff at 301-837-1850.
- You can read more about performance measurement and 2003 accomplishments on our web site at [www.archives.gov/about\\_us/strategic\\_planning\\_and\\_reporting/annual\\_performance\\_reports.html](http://www.archives.gov/about_us/strategic_planning_and_reporting/annual_performance_reports.html).
- The Archivist's 2003 State of the Archives speech is available at [www.archives.gov/about\\_us/archivists\\_speeches/speech\\_12-4-03.html](http://www.archives.gov/about_us/archivists_speeches/speech_12-4-03.html). Links to other important NARA statements are available at [www.archives.gov/about\\_us](http://www.archives.gov/about_us).



# Archival Holdings by Unit

Fiscal Year 2003

Holding Unit	Artifacts Total	Traditional Holdings						Electronic Holdings
		Textual Holdings	Non-Textual Holdings				Total Traditional Holdings	Total
			Architectural / Engineering Drawings, Maps, Charts	Moving Images and Sound Recordings	Photographic and Other	Total Nontextual Holdings		
items	cu. ft.	cu. ft.	cu. ft.	cu. ft.	cu. ft.	cu. ft.	LDR*	
<b>Washington, DC, Area</b>								
Access Programs		1,409					1,409	
Special Media Archives Services Division		3,496	45,786	35,505	47,403	128,694	132,190	
Textual Archives Services Division	1,493	1,894,543	67	26	5,154	5,247	1,899,790	
Center for Legislative Archives		113,355		1	21	22	113,377	
Electronic and Special Media Records Services Division		21					21	4,707,555,362
<i>Total</i>	1,493	2,012,824	45,853	35,532	52,578	133,963	2,146,787	4,707,555,362
<b>Office of Regional Records Services</b>								
Northeast Region (Boston)		27,653	176	15	125	316	27,969	
Northeast Region (New York)		73,035	37		10	47	73,082	
Mid Atlantic Region (Philadelphia)		58,117	19			19	58,136	
Southeast Region (Atlanta)		84,499	1,004	25	1,209	2,238	86,737	
Great Lakes Region (Chicago)		72,686	369			369	73,055	
Central Plains Region (Kansas City)		43,885	42		22	64	43,949	
Central Plains Region (Lee's Summit)		13,852					13,852	
Southwest Region (Fort Worth)		92,950			15	15	92,965	
Rocky Mountain Region (Denver)		40,322	671		422	1,093	41,416	
Pacific Region (Laguna Niguel)		33,717	2	1	58	61	33,778	
Pacific Region (San Bruno)	20	49,850	710	20	944	1,674	51,524	
Pacific Alaska Region (Anchorage)		6,104					6,104	
Pacific Alaska Region (Seattle)		31,963			14	14	31,977	
<i>Total</i>	20	628,634	3,030	61	2,819	5,911	634,544	
<b>Presidential Libraries</b>								
Hoover	7,474	9,114	186	90	155	431	9,545	
Roosevelt	30,960	8,844	198	192	728	1,118	9,962	
Truman	29,726	7,342	6	567	335	908	8,250	
Eisenhower	37,468	13,490	104	262	1,082	1,448	14,938	
Kennedy	18,000	29,804		1,188	1,004	2,192	31,996	
Johnson	50,000	24,135	89	3,903	1,597	5,589	29,724	
Nixon	30,000	24,197		5,200	475	5,675	29,872	
Ford	10,300	10,952		1,416	387	1,803	12,755	
Carter	40,401	14,118		1,661	725	2,386	16,504	
Reagan	100,000	14,402		2,725	504	3,229	17,631	2,962,661
Bush	90,000	15,247		804	795	1,599	16,846	8,853,824
Clinton	81,790	35,686		1,325	675	2,000	37,686	23,491,555
<i>Total</i>	526,119	207,331	583	19,333	8,462	28,378	235,709	35,308,040
<b>Affiliated Archives</b>								
Library of Congress		5					5	
Yellowstone National Park		1,901					1,901	
Oklahoma Historical Society		2,100					2,100	
Pennsylvania Historical and Museum Commission		1					1	
U.S. Military Academy		863					863	
U.S. Naval Academy		2,256					2,256	
<i>Total</i>		7,126					7,126	
<b>Total NARA Holdings</b>	<b>527,632</b>	<b>2,855,915</b>	<b>49,466</b>	<b>54,926</b>	<b>68,859</b>	<b>168,859</b>	<b>3,024,166</b>	<b>4,742,863,402</b>
	<i>items</i>	<i>cu. ft.</i>	<i>cu. ft.</i>	<i>cu. ft.</i>	<i>cu. ft.</i>	<i>cu. ft.</i>	<i>cu. ft.</i>	<i>LDR</i>

\*LDR = Logical Data Record

# Financial Operations

Gross funding available to the National Archives and Records Administration (NARA) in fiscal year 2003 by appropriation under Public Law 108-7 for direct operating expenses was \$239,738,000. An across-the-board rescission included in this public law reduced the appropriation by \$1,558,000. As a result, a net of \$238,180,000 was available in FY 2003. This amount includes \$28,971,000 for the year's payments of principal and interest on the National Archives facility in College Park, MD.

Funding available for the Electronic Records Archives Program was \$16,523,000 (which includes \$10,137,000 from FY 2003 appropriations less \$66,000 rescinded, and \$6,452,000 from carryover funds.)

Also available was \$7,771,000 for grants by the National Historical Publications and Records Commission (which includes \$6,500,000 from FY 2003 appropriations, \$1,313,000 from carryover funds and prior year recoveries, less \$42,000 rescinded) and \$58,466,000 for the repairs and restoration of Archives facilities and Presidential libraries (\$14,208,000 from FY 2003 appropriations, \$92,000 was rescinded, \$495,000 from the National Park Service for the Roosevelt Library, \$43,855,000 from carryover funds and prior year recoveries).



At the George Bush Library in College Station, TX, audiovisual archivist Bonnie Burlbaw and volunteer Grace Su review photographs for the collection. (Photo by Brian Blake)

## Personnel on Board

All Funds as of September 30, 2003

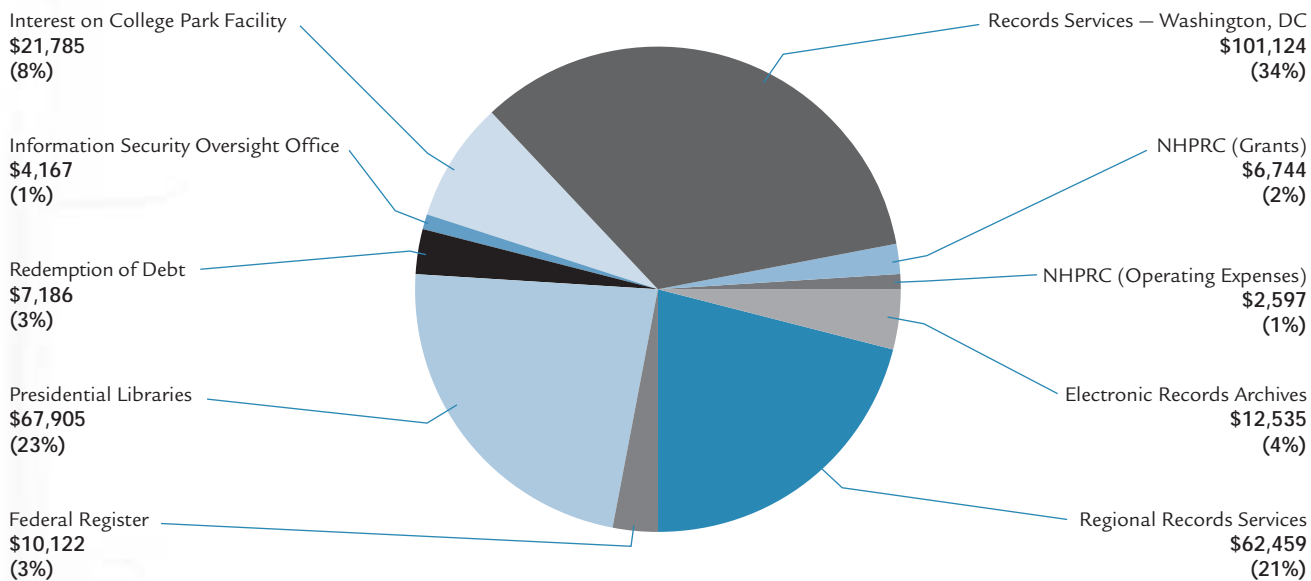
PROGRAMS	Washington, DC, Area			Field Locations			Nationwide Total		
	Full-Time Perm.	Other	Total	Full-Time Perm.	Other	Total	Full-Time Perm.	Other	Total
Records Services – Washington, DC, Area	822	162	984	0	0	0	822	162	984
Regional Records Services	77	10	87	1,078	255	1,333	1,155	265	1,420
Presidential Libraries	151	10	161	262	55	317	413	65	478
Information Security Oversight Office	30	0	30	0	0	0	30	0	30
Federal Register	77	2	79	0	0	0	77	2	79
National Historical Publications and Records Commission	14	0	14	0	0	0	14	0	14
<b>TOTAL</b>	<b>1,171</b>	<b>184</b>	<b>1,355</b>	<b>1,340</b>	<b>310</b>	<b>1,650</b>	<b>2,511</b>	<b>494</b>	<b>3,005</b>

## Direct Appropriations

Fiscal Year 2003

(Including NHPRC Grants, Repairs and Restoration, and Electronic Records Archives)

(dollars in thousands) TOTAL \$296,624



Other funding available was \$44,000 to expand public electronic access to agency records and historical documents, \$102,000 from other budget authority earned through recycling, \$26,000 for alterations at the Kennedy Library, and \$189,000 remaining from the security supplemental.

The combined funding totaled \$321,301,000.

Of the funds available, \$62,369,000 was obligated by the Office of Regional Records Services for records management and archival activities, such as accessioning, preserving, describing, and making available to the general public, scholars, and Federal agencies permanently valuable historical records of the Federal Government. Included in this funding is the construction of a new regional archives facility in Atlanta, GA.

The Office of Records Services—Washington, DC, provided similar, yet centralized, services on permanent records with funding requirements totaling \$101,105,000. Included in this total were costs associated with establishing standards on the creation and maintenance of adequate and proper documentation of Government activities, and appraisal of records to identify those that warrant continued preservation. Also, funding provided for publication, exhibition, audiovisual, and public outreach activities.

The Information Security Oversight Office obligated \$4,167,000 for oversight of the information security program established by Executive Order

12958 and the policy oversight for the National Industrial Security Program established under Executive Order 12829.

The Office of Presidential Libraries obligated \$67,905,000 to operate the 10 existing Presidential libraries and to retain and process the Nixon and Clinton Presidential materials.

The Office of the Federal Register obligated \$10,122,000 to edit, compile, and publish, among others, the *Federal Register*, *Code of Federal Regulations*, *U.S. Statutes at Large*, and weekly and annual compilations of Presidential documents. Also, the National Historical Publications and Records Commission obligated \$6,744,000 in grants and \$2,597,000 to administer the grants program.

Beginning in 1994, the Archives sought appropriations for the annual payments to be made under the terms of the Certificates of Participation. In accordance with guidance from the Office of Management and Budget, the total payment must be separated into a principal and interest component. The portion that represents principal is to be treated as an appropriation for the redemption of debt. The portion that represents interest will be reported as obligations. As such, \$21,785,000 was obligated for interest payments on the National Archives facility at College Park, MD, and \$7,186,000 was treated as redemption of debt for principal.



Kimberly Scates, an archives technician on a cross-training assignment in the Cartographic section of the National Archives at College Park, MD, works with architectural records. (Photo by Carrie Goeringer)

The following table summarizes funds available and actually obligated in FY 2003:

Fund	Availability	Obligated
Operating Expenses, Direct	\$238,541,000	\$237,734,000 <sup>1</sup>
Electronic Records Archives	16,523,000	10,827,000 <sup>2</sup>
Grants	7,771,000	6,757,000 <sup>3</sup>
Repairs and Restoration	58,466,000	41,197,000 <sup>3</sup>
Total	\$321,301,000	\$296,515,000

<sup>1</sup> Includes \$7,186,000 that is considered redemption of debt on the principal for the College Park facility.

<sup>2</sup> Funds appropriated for the Electronic Records Archives are available for three years.

<sup>3</sup> Funds appropriated for grants and repairs and restoration are "no-year" funds. Some congressional appropriations have the proviso that they remain available until obligated. Thus, the balance at the end of the fiscal year is carried over and is available for obligation in succeeding fiscal years.

During FY 2003, the National Archives and Records Administration received \$2,715,000 in reimbursable income for services provided to other Federal agencies and the National Archives Trust Fund. The most significant reimbursable activity, in terms of payment received, includes photocopy services on the agency's permanently archived records for the National Archives Trust Fund Board, specialized training and workshops on archiving potentially permanent Federal records, and providing reimbursable services to agencies for special projects. Also, declassification services are offered, providing records review prior to their accessioning into NARA.

## Direct Appropriations

(Including Electronic Records Archives, Grants, and Repairs and Restoration)

### Obligations by Object Classification and Redemption of Debt

(dollars in thousands)	2003
Full-time permanent employment compensation	\$79,551
Other than full-time permanent employment compensation	2,680
Other personnel compensation	1,625
Reemployed annuitants	79
<b>Total personnel compensation</b>	<b>83,935</b>
Personnel benefits	19,476
Benefits for former personnel	36
Travel and transportation of persons	1,619
Motor pool travel	105
Transportation of things	135
Rental payments to GSA	6,144
Utilities	6,554
Communications and miscellaneous charges	2,918
Printing and reproduction	1,853
Advisory and assistance services	4,008
Other services	35,938
Purchases from Government accounts	4,314
Operation and maintenance of facilities	31,091
Operation and maintenance of equipment	7,892
Supplies and materials	4,421
Equipment	9,684
Land and structures	40,750
Grants, subsidies, and contributions	6,757
Insurance claims and indemnities	23
Interest and dividends	21,785
Redemption of debt	7,186
<b>TOTAL</b>	<b>\$296,624</b>

## Actual Obligations: Presidential Libraries

(dollars in thousands)

	Program Costs (includes personnel)	Buildings Operations & Maintenance Costs	Major Repair & Restoration Costs	Minor Repair & Restoration Costs	Total Costs
Hoover	\$949	\$658	\$0	\$4	\$1,611
Roosevelt	1,137	1,563	553	25	3,278
Truman	1,561	1,708	25	29	3,323
Eisenhower	1,993	1,345	268	24	3,630
Kennedy	1,782	2,876	0	32	4,690
Johnson	1,958	1,593	5	25	3,581
Nixon Presidential Materials Staff	2,215	0	0	0	2,215
Ford	1,427	1,799	217	31	3,474
Carter	1,834	1,210	221	25	3,290
Reagan	1,835	1,865	120	37	3,857
Bush	1,485	2,011	0	4	3,500
Central Office: Planning & Direction, Presidential Materials Staff, and Clinton Presidential Materials Project	5,629	0	0	0	5,629
<b>TOTAL</b>	<b>\$23,805</b>	<b>\$16,628</b>	<b>\$1,409</b>	<b>\$236</b>	<b>\$42,078</b>

# Records Center Revolving Fund

Fiscal year 2003 marked the fourth successful year as a revolving fund for the Records Center Program (RCP). RCP revenue exceeded expenses by \$2.3 million. This is significantly less than allowed by Public Law 106-58 and will be used to invest in facilities to meet the FY 2009 standards requirements. Revenue continued to increase, totaling over \$120 million, a 7.8-percent increase over FY 2002.

Customer services also continued at record levels. RCP received 1.5 million cubic feet of records into its custody. The program provided 10.5 million agency reference requests, exceeding its 90-percent baseline standard by meeting or exceeding it more than 93 percent of the time and showing progressive improvement in this metric throughout the year.

## Revolving Fund

### Statement of Operations

For the fiscal years ended September 30

	FY 2003	FY 2002
<b>Revenues:</b>		
National		
Services	\$66,385,243	\$62,871,053
Storage	50,144,181	46,312,435
Local services and other	3,558,566	2,197,049
<b>Total revenues</b>	<b>\$120,087,990</b>	<b>\$111,380,537</b>
<b>Operating Expenses:</b>		
Personnel and benefits	\$57,571,682	\$54,788,528
Travel and transportation	1,426,300	851,425
Rent, communications, and utilities	45,474,585	41,712,386
Consulting and other services	9,828,433	10,325,104
Supplies and materials	1,171,286	1,110,301
Equipment and structures	2,018,395	1,986,094
Printing and reproduction	69,444	58,867
Interest	203,925	234,360
Miscellaneous	39,387	40,217
<b>Total operating expenses</b>	<b>\$117,803,437</b>	<b>\$111,107,282</b>
<b>Net income (loss) from operations</b>	<b>\$2,284,553</b>	<b>\$273,255</b>
<b>Other Income:</b>		
Imputed finances—expenses paid by other agencies	\$4,525,013	\$3,789,142
Prior year revenue	149,260	(28,726)
<b>Total other income</b>	<b>\$4,674,273</b>	<b>\$3,760,416</b>
<b>Other expenses:</b>		
Employer's post-retirement benefits	4,525,013	3,789,142
Prior year expenses	(26,400)	(191,342)
<b>Total other expenses</b>	<b>\$4,498,613</b>	<b>\$3,597,800</b>
<b>Excess of revenues over expenses</b>	<b>\$2,460,213</b>	<b>\$435,872</b>

RCP continues to invest in equipment, building improvements, and expansion to better serve its customers. Capital investments in FY 2003 amounted to \$3.9 million. This year RCP made much progress on expanding and replacing records center facilities, opening a new Dayton records center at Kingsridge (Ohio), and phasing in the Lenexa Records Center (Kansas), a four-bay underground cave complex. In addition, developers were selected to replace aging records centers in Atlanta, GA, and Laguna Niguel, CA.

These new, cost-effective facilities allow RCP to hold the line on storage costs. All new facilities are fully compliant with the Federal regulations that protect Federal information assets from fire, pests, theft, water damage, and natural disasters.

This year marked the introduction of several key customer service improvements and special projects. RCP launched the electronic SF 135, enabling customers to instantly initiate reference requests online, and the National Personnel Records Center (NPRC) provided the ability for veterans to use NARA's web site to request records, thereby improving cost-efficiency and decreasing response time. In addition, the NPRC significantly increased its productivity through continuous learning and successful deployment of the Case Management Reporting System.

RCP successfully converted to transactional rates and fully deployed the Records Center Program Billing System. RCP partnered with the Internal Revenue Service to centralize all IRS active personnel files from 10 processing centers into the Lee's Summit Records Center and provide critical back-office support. A national repository for American Indian records will be created at NARA's new underground storage facility in Lenexa, KS, under an agreement signed September 12, 2003, with the Department of the Interior. It will house records from the Bureau of Indian Affairs, the Office of the Special Trustee for American Indians, and other fiduciary trust records from the Interior Department.

With its staff of more than 1,000 dedicated employees, state-of-the-art facilities in nine regions throughout the United States, and a continued focus on customer service, RCP ensures that its customers have ready access to the 23 million cubic feet of records in its custody.

## Revolving Fund

### Balance Sheet as of September 30

	FY 2003	FY 2002
<b>ENTITY ASSETS:</b>		
<b>Current assets:</b>		
Funds with U.S. Treasury	16,213,941	11,585,579
Accounts receivable	12,355,921	17,508,484
<b>Total current assets</b>	<b>28,569,862</b>	<b>29,094,063</b>
<b>Noncurrent and other assets:</b>		
Property and equipment, net of accumulated depreciation	21,485,179	19,105,997
Deferred charges	1,028,392	949,885
Other assets		435,446
<b>Total noncurrent and other assets</b>	<b>22,513,571</b>	<b>20,491,328</b>
<b>TOTAL ENTITY ASSETS</b>	<b>\$51,083,433</b>	<b>\$49,585,391</b>
<b>LIABILITIES AND NET POSITION</b>		
<b>Liabilities</b>		
<b>Current liabilities:</b>		
Accounts payable – Federal	3,259,056	3,262,256
Accounts payable – non-Federal	511,021	726,086
Accrued payroll	1,480,128	1,256,563
Capital lease	492,606	460,420
Advances from customers		105,000
<b>Total current liabilities</b>	<b>5,742,811</b>	<b>5,810,325</b>
<b>Long-term liabilities:</b>		
Annual leave liability	2,955,008	2,938,345
Capital lease	2,140,846	2,633,452
<b>Total long-term liabilities</b>	<b>5,095,854</b>	<b>5,571,797</b>
<b>Total liabilities</b>	<b>10,838,665</b>	<b>11,277,122</b>
<b>NET POSITION</b>		
Cumulative results of operations	2,460,213	435,872
Donated capital	15,784,555	15,767,398
Initial fund capitalization	22,000,000	22,000,000
<b>Total net position</b>	<b>40,244,768</b>	<b>38,203,270</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$51,083,433</b>	<b>\$49,480,392</b>

## Revolving Fund

### Statement of Changes in Financial Condition Fiscal Year 2003

<b>Sources of working capital:</b>	
From operations:	
Net income (loss)	\$2,284,553
Items not affecting working capital:	
Depreciation	1,655,317
Amortization of unfunded leave expense	474,942
<b>Working capital inflow (outflow) from operations</b>	<b>4,414,812</b>
<b>From other sources:</b>	
Increase (decrease) in annual leave liability	16,663
Prior year income (loss)	175,660
<b>Working capital inflow (outflow) from all sources</b>	<b>4,607,135</b>
<b>Uses of working capital:</b>	
Shelving purchases	2,671,396
Systems	248,922
Building improvements	502,280
Deferred charges – brokerage	1,015,000
Capital lease	492,606
Other	133,618
<b>Total working capital used for all purposes</b>	<b>5,063,822</b>
<b>INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(\$456,687)</b>

## Revolving Fund

### Sources of Revenue For the fiscal years ended September 30

	FY 2003	FY 2002
Department of Defense	\$38,269,069	\$34,312,712
Internal Revenue Service	30,595,791	26,238,292
U.S. Courts	6,667,756	6,046,484
Department of Veterans Affairs	5,930,915	8,644,781
Office of Personnel Management	3,854,068	3,280,333
Other	34,770,391	32,857,798
<b>Total sources of revenue</b>	<b>\$120,087,990</b>	<b>\$111,380,400</b>



Left: Clay Bauske, museum curator at the Harry S. Truman Library in Independence, MO, reviews the floor plan for a new exhibition. (Photo by Ed Autry)



Archives technician Terrell London searches through a box of records in the stacks of the National Archives Building in Washington, DC. (Photo by Roscoe George)



## Notes to Financial Statements and Explanations of Significant Accounting Policies

**Public Law 106-58:** In 1999, the Records Center Revolving Fund was established in accordance with Public Law 106-58. It converted NARA's Records Center Program from an appropriated to a fee-for-service program.

**Revenue:** Revenue is derived from fees charged to Federal agencies for records storage and related services for all temporary and pre-archival records. Revenues are recorded on an accrual basis.

**Fund Balance with Treasury:** This total represents all unexpended balances for the Revolving Fund with the U.S. Treasury. Amounts in the Fund are based on the balances recorded in the National Electronic Accounting and Reporting (NEAR) system. It includes the initial capitalization of \$22,000,000 authorized by Public Law 106-58.

**Accounts Receivable:** Accounts receivable represent amounts due to the Revolving Fund for goods and services provided to other Federal entities. An allowance for receivables deemed uncollectible was not established because monies due from other Federal entities are considered fully collectible.

**Property and Equipment Valuation and Depreciation:** Property and equipment transferred to the Revolving Fund at start-up from other appropriations consisted of records center shelving and catwalks. The historical cost was estimated based on actual cost of shelving and catwalks at Lee's Summit records

center. This cost was extrapolated using a 3-percent deflation factor to all record centers. The catwalks and shelving are being depreciated on a straight-line basis over a 20-year useful life.

Shelving purchased and installed during FY 2003 was recorded at cost and depreciated on the same basis as the shelving and catwalks transferred into the fund. The depreciation expense recorded on shelving and catwalks during the fiscal year ended September 30, 2003, was \$1,200,000.

Other property and equipment is capitalized at cost if the initial acquisition cost is \$25,000 or more and depreciated on a straight-line basis between five and seven years useful life. Depreciation expense recorded on this property during the fiscal year ended September 30, 2003, was \$455,317.

**Deferred Charges:** Deferred charges represent brokerage costs incurred to secure a new records center in the Southeast region. These costs will be amortized over the terms of the lease.

**Annual Leave Liability:** Annual leave liability represents the cumulative amount payable to Revolving Fund employees as annual leave at year end. Unfunded leave expense for the year is treated as an operating expense in the computation of net income or loss for the period. This treatment does not apply to sick or other leave, which is expensed as it is used.

**Capital Lease:** Capital leases represent the liability for shelving leased through GSA at the Dayton and Philadelphia records centers. The monthly payments are included in the rental payments to GSA. The current liability for capital leases represents the principal payments payable within a year. The long-term portion represents the principal payments payable over a period of more than 12 months.



At the Herbert Hoover Library in West Branch, IA, University of South Carolina history professor Kendrick Clements does research for a biography of Hoover. (Photo by Lynn Smith)

In 2003, NARA opened a new records center facility on Kingsridge Drive in Dayton, OH. (Photo by David Cornelisse)



Kristen Wilhelm, an archivist in the Center for Legislative Archives, looks up a bill number with the assistance of Anne Burke, a student library technician, at the National Archives Building in Washington, DC. (Photo by Roscoe George)

Carolyn Barber, a batch and control clerk at the Civilian Personnel Records Center in St. Louis, MO, prepares data for entry into the Records Center Program billing system. (Photo by Tim Mueller)

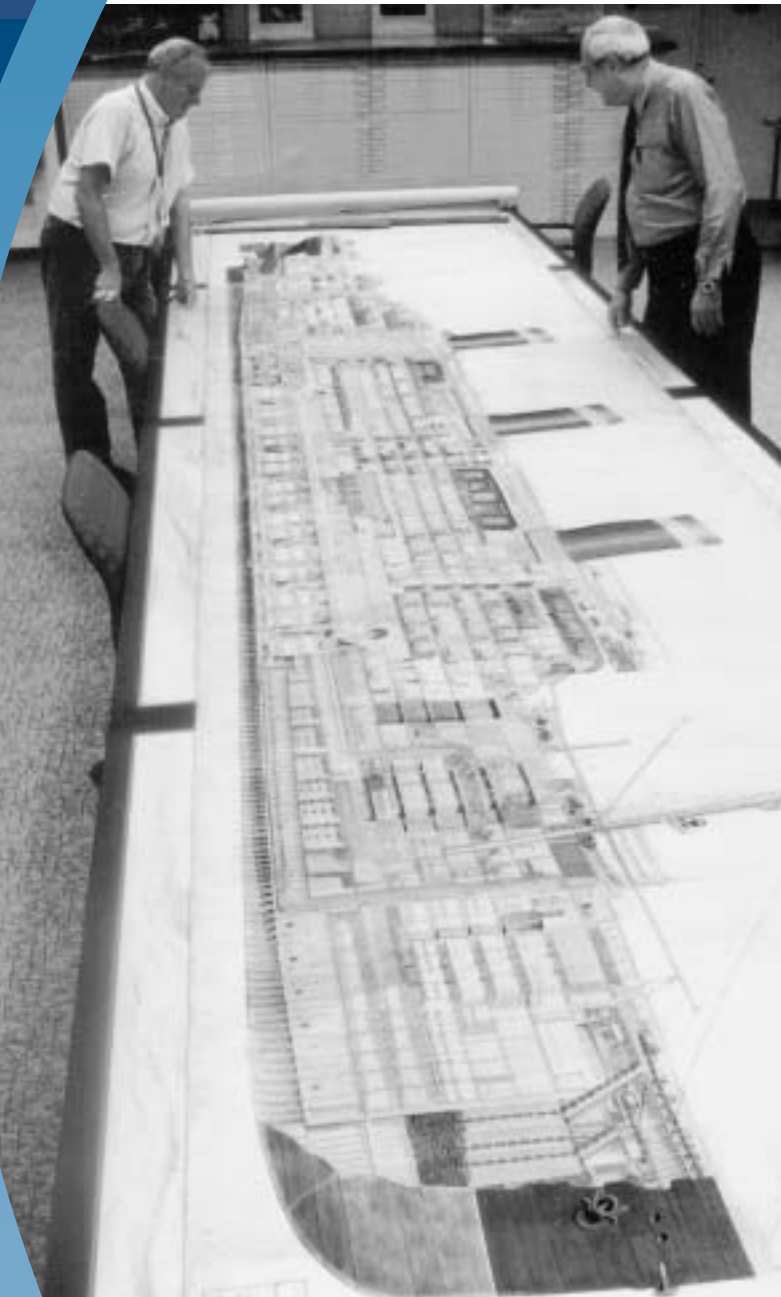




# The National

Congress established the National Archives Trust Fund Board to receive and administer gifts and bequests of money and other personal property and to receive monies from the sale of reproductions of historic documents and publications approved by the Board and in the interest of the National Archives and Records Administration and the individual Presidential libraries. The members of the Board are the Archivist of the United States, who serves as Chairman; the Secretary of the Treasury; and the Chairman of the National Endowment for the Humanities.

The Gift Fund is administered by the National Archives Trust Fund Board and accepts, receives, holds, and administers, in accordance with the terms of the donor, gifts or bequests of money, securities, or other personal property for the benefit of NARA activities.



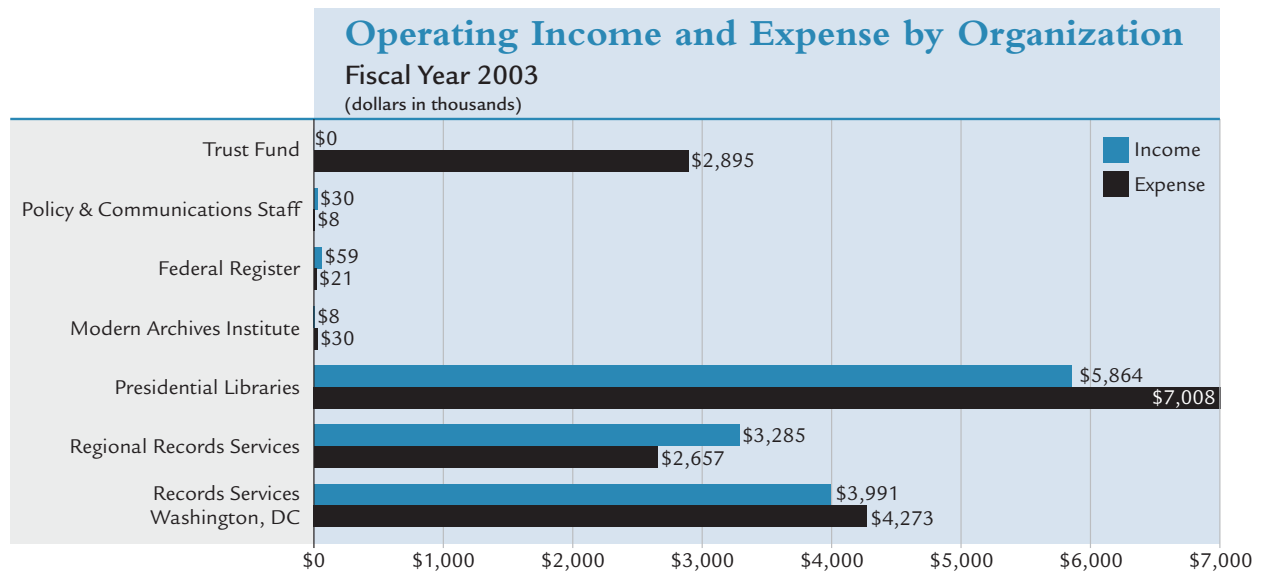
*Archives specialists Keith Kerr and Jerry Luchansky examine the plans for the SS Leviathan in the Cartographic section of the National Archives at College Park, MD. (Photo by Carrie Goeringer)*

*Senior conservator Anne Witty works on a document in the Document Conservation Laboratory at the National Archives at College Park, MD. (Photo by Helen Proctor)*





# Archives Trust Fund and Gift Fund



## Trust Fund

### Statements of Operations

For the fiscal years ended September 30

	2003			2002		
	Presidential Libraries	Other Trust Fund	Total	Presidential Libraries	Other Trust Fund	Total
<b>Revenues:</b>						
Reproduction service	\$ 399,932	\$ 5,577,975	\$ 5,977,907	\$ 417,911	\$ 6,359,039	\$ 6,776,950
Microform publications	—	1,511,886	1,511,886	—	2,896,591	2,896,591
Over-the-counter sales	2,048,384	96,362	2,144,746	2,556,057	138,985	2,695,042
Publications	—	30,244	30,244	—	31,512	31,512
Admissions	2,981,255	—	2,981,255	4,627,134	—	4,627,134
Other income	434,197	156,816	591,013	524,799	517,779	1,042,578
<b>Total revenues</b>	<b>5,863,768</b>	<b>7,373,283</b>	<b>13,237,051</b>	<b>8,125,901</b>	<b>9,943,906</b>	<b>18,069,807</b>
<b>Expenses:</b>						
Operating expenses						
Non-Federal	6,988,867	6,039,892	13,028,759	7,155,316	6,354,052	13,509,368
Federal	19,621	3,843,386	3,863,007	79,755	4,041,370	4,121,125
<b>Total operating expenses</b>	<b>7,008,488</b>	<b>9,883,278</b>	<b>16,891,766</b>	<b>7,235,071</b>	<b>10,395,422</b>	<b>17,630,493</b>
<b>Income/(Loss) from operations</b>	<b>(1,144,720)</b>	<b>(2,509,995)</b>	<b>(3,654,715)</b>	<b>890,830</b>	<b>(451,516)</b>	<b>439,314</b>
<b>Other income:</b>						
Imputed financing—expenses paid by other agencies	304,000	110,402	414,402	218,543	97,106	315,649
Investment income—Federal	63,212	76,961	140,173	148,713	115,722	264,435
Other—non-Federal	85,309	187	85,496	182,129	10,328	192,457
<b>Total other income</b>	<b>452,521</b>	<b>187,550</b>	<b>640,071</b>	<b>549,385</b>	<b>223,156</b>	<b>772,541</b>
<b>Other expenses:</b>						
Imputed costs	304,000	110,402	414,402	218,543	97,106	315,649
Other interest expense	33	439	472	—	—	—
Prior year expense	—	35,772	35,772	—	74,325	74,325
<b>Total other expenses</b>	<b>304,033</b>	<b>146,613</b>	<b>450,646</b>	<b>218,543</b>	<b>171,431</b>	<b>389,974</b>
Excess (Shortage) of revenues over expenses	(996,232)	(2,469,058)	(3,465,290)	1,221,672	(399,791)	821,881
Net position, beginning of year	8,871,213	7,328,764	16,199,977	7,649,541	7,728,555	15,378,096
<b>NET POSITION, END OF YEAR</b>	<b>\$7,874,981</b>	<b>\$4,859,706</b>	<b>\$12,734,687</b>	<b>\$8,871,213</b>	<b>\$7,328,764</b>	<b>\$16,199,977</b>

The accompanying notes are an integral part of this statement.

Right: Lester Clark, an archives technician at NARA's Pacific Alaska Region in Seattle, WA, assists a customer on the telephone. (Photo by Jeff Benson)



Far right: Eric Talley, an archives technician at the Washington National Records Center in Suitland, MD, delivers records to the Department of Justice in Washington, DC. (Photo by Michael Whitted)



## Trust Fund

### Balance Sheets

As of September 30

	2003			2002		
	Presidential Libraries	Other Trust Fund	Total	Presidential Libraries	Other Trust Fund	Total
<b>Entity Assets</b>						
Current assets:						
Cash in U.S. Treasury	\$ 805,901	\$ 492,532	\$ 1,298,433	\$ 267,217	\$ 372,872	\$ 640,089
Cash in transit	—	—	—	343,526	29,124	372,650
Imprest funds	28,520	7,075	35,595	26,870	6,595	33,465
Investments—Federal	6,150,733	3,759,051	9,909,784	7,375,638	4,854,740	12,230,378
Accounts receivable, net of allowance for uncollectible accounts of \$0 and \$50,947, respectively for fiscal year 2003 and \$0 and \$54,138, respectively for fiscal year 2002						
Non-Federal	20,148	298,800	318,948	6,905	828,789	835,694
Federal	186,700	—	186,700	495,600	—	495,600
Inventories, net of reserve for obsolescence of \$209,557 and \$295,124, respectively, for both fiscal years 2003 and 2002	918,370	95,790	1,014,160	785,565	128,976	914,541
Prepaid expenses—Federal	—	68,167	68,167	—	51,757	51,757
Total current assets	8,110,372	4,721,415	12,831,787	9,301,321	6,272,853	15,574,174
Non-current assets:						
Property and equipment, at cost less accumulated depreciation of \$1,108,893 and \$3,686,682, respectively, for fiscal year 2003 and \$1,092,701 and \$2,797,548, respectively, for fiscal year 2002	134,001	1,608,271	1,742,272	47,707	2,477,021	2,524,728
<b>Total entity assets</b>	<b>\$8,244,373</b>	<b>\$6,329,686</b>	<b>\$14,574,059</b>	<b>\$9,349,028</b>	<b>\$8,749,874</b>	<b>\$18,098,902</b>
<b>Liabilities</b>						
Current liabilities:						
Accounts payable						
Non-Federal	\$ 63,325	\$ 934,314	\$ 997,639	\$ 215,819	\$ 571,364	\$ 787,183
Federal	—	—	—	4,967	—	4,967
Accrued payroll—non-Federal	110,470	37,819	148,289	90,347	28,535	118,882
Sales tax payable—non-Federal	—	—	—	2,292	—	2,292
Deferred revenue						
Non-Federal	9	355,972	355,981	—	657,605	657,605
Federal	—	30,049	30,049	—	51,354	51,354
Total current liabilities	173,804	1,358,154	1,531,958	313,425	1,308,858	1,622,283
Long-term liabilities:						
Annual leave liability—non-Federal	195,588	111,826	307,414	164,390	112,252	276,642
Total long-term liabilities	195,588	111,826	307,414	164,390	112,252	276,642
Total liabilities	369,392	1,469,980	1,839,372	477,815	1,421,110	1,898,925
<b>Net Position</b>						
Cumulative results of operations	7,874,981	4,859,706	12,734,687	8,871,213	7,328,764	16,199,977
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$8,244,373</b>	<b>\$6,329,686</b>	<b>\$14,574,059</b>	<b>\$9,349,028</b>	<b>\$8,749,874</b>	<b>\$18,098,902</b>

The accompanying notes are an integral part of this statement.



Far left: Archivist Bill McNitt helps Fareed Saba, a University of Michigan student, start research for a seminar paper at the Gerald R. Ford Library in Ann Arbor, MI. (Photo by Kenneth G. Hafeli)

At the National Personnel Records Center's military records facility in St. Louis, MO, archives technician Pio Petralli prepares a Certification of Military Service in response to a request about a veteran's personnel record. (Photo by Nancy Stanfill-McCarty)

## Trust Fund

### Schedules of Changes in Working Capital Effect on Working Capital

	2003	2002
<b>Current assets:</b>		
Cash in U.S. Treasury	\$ 658,344	\$ 270,080
Cash in transit	(372,650)	322,441
Imprest funds	2,130	(3,950)
Investments	(2,320,594)	(280,970)
Accounts receivable	(825,646)	978,176
Inventories	99,619	(65,560)
Prepaid expenses	16,410	12,000
<b>Current liabilities:</b>		
Accounts payable	(205,489)	126,325
Accrued payroll	(29,407)	(30,628)
Sales tax payable	2,292	2,636
Deferred revenue	322,929	70,858
<b>Increase (Decrease) in working capital</b>	<b>\$(2,652,062)</b>	<b>\$1,401,408</b>

The accompanying notes are an integral part of this statement.

## Trust Fund

### Statements of Changes in Financial Condition For the fiscal years ended September 30

	2003	2002
<b>Sources of working capital:</b>		
From operations:		
Net income (loss)	\$ (3,465,290)	\$ 821,881
Items not affecting working capital:		
Depreciation	905,326	900,506
Working capital inflow (outflow) from operations	(2,559,964)	1,722,387
From other sources:		
Increase in annual leave liability	30,772	3,656
Working capital inflow from other sources	30,772	3,656
Working capital inflow (outflow) from all sources	(2,529,192)	1,726,043
<b>Uses of working capital:</b>		
Purchase of operational assets	122,870	324,635
Total working capital used for all purposes	122,870	324,635
<b>Increase (decrease) in working capital</b>	<b>\$(2,652,062)</b>	<b>\$1,401,408</b>

The accompanying notes are an integral part of this statement.

## Notes to Financial Statements and Explanations of Significant Accounting Policies

**Revenue:** Revenue is derived from the sale of publications, reproductions of records, self-service electrostatic copies, museum shop items, Presidential library museum admissions, and investment income. Revenues are recorded on an accrual basis.

**Investment Valuation:** U.S. Government securities held by the Trust Fund are stated at cost adjusted for accretion of discount.

**Inventory Valuation:** Inventories that consist of merchandise held for sale are valued at cost, determined using an average cost method. Physical inventory counts, taken at all locations, are performed at the end of each fiscal year, and appropriate adjustments are made. Inventories of supplies are expensed at the time of receipt.

**Property and Equipment Valuation and Depreciation:** Fixed assets are shown at original acquisition cost less accumulated depreciation. The capitalized cost of these assets is allocated over the estimated useful life by the straight-line method. Currently, all administrative and operating equipment is estimated to have a useful life of five years.

**Annual Leave Liability:** Annual leave liability represents the cumulative amount payable to Trust Fund employees as annual leave at year end. Unfunded leave expense for the year is treated as an operating expense in the computation of net income or loss for the period. This treatment does not apply to sick or other leave, which is expensed as it is used.

**Deferred Revenue:** The current liability for deferred revenue represents advance payments for products and services that are to be furnished within a year. The long-term liability for deferred revenue represents collections for services to be provided over a period of more than 12 months.

**Accounts Payable:** As of September 30, payables consisted of the following:

	2003	2002
General	\$684,597	\$768,962
Estimated Year-End Accruals	263,428	23,188
Disbursements in Transit	49,614	—
<b>Totals</b>	<b>\$997,639</b>	<b>\$792,150</b>

## Gift Fund

### Balance Sheets

As of September 30

	2003	2002
<b>Entity Assets</b>		
<b>Current assets:</b>		
Cash in U.S. Treasury	\$ 3,182,664	\$ 83,437
Cash in transit	—	1,623
Accounts receivable	18,401	4,967
Interest receivable	21,346	21,346
<b>Investments</b>		
Non-Federal	4,728,161	4,718,419
Federal	4,398,471	7,908,935
Total current assets	12,349,043	12,738,727
<b>Noncurrent assets:</b>		
Property and equipment, at cost less accumulated depreciation of \$2,451 for fiscal year 2003	2,265,302	—
<b>Total entity assets</b>	<b>\$14,614,345</b>	<b>\$12,738,727</b>
<b>Liabilities</b>		
<b>Current liabilities:</b>		
Accounts payable	2,354,351	609,105
Total liabilities	2,354,351	609,105
<b>Net Position</b>		
Cumulative results of operations	12,259,994	12,129,622
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$14,614,345</b>	<b>\$12,738,727</b>

The accompanying notes are an integral part of this statement.



Congressional relations specialist Patricia Welch and archives technician Janet Davis of the Center for Legislative Archives in Washington, DC, consult during the course of a typical work day. (Photo by Roscoe George)

## Gift Fund

### Statements of Changes in Financial Condition

For the fiscal years ended September 30

	2003	2002
<b>Sources of funds:</b>		
Excess (shortage) of revenue over expenses:		
Funds provided by operations	\$(1,445,239)	\$(1,459,764)
Grants and donations	1,575,611	5,423,575
Items not affecting working capital:		
Depreciation	2,470	—
Excess of revenue over expenses	132,842	3,963,811
<b>Application of funds:</b>		
Purchase of operational assets	2,267,772	—
Total working capital used for all purposes	2,267,772	—
Working capital inflow (outflow)	\$(2,134,930)	\$ 3,963,811

## Gift Fund

### Schedules of Changes in Working Capital

Effect on Working Capital

	2003	2002
<b>Current assets:</b>		
Cash in U.S. Treasury	\$ 3,099,227	\$ (3,193)
Cash in transit	(1,623)	7,566
Accounts receivable	13,434	4,967
Investments	(3,500,722)	4,305,126
<b>Current liabilities:</b>		
Accounts payable	(1,745,246)	(350,655)
<b>INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>\$(2,134,930)</b>	<b>\$3,963,811</b>

At the George Bush Library in College Station, TX, administrative assistant Amanda Urrutia puts the finishing touches on a dragon column for the library's "Treasures of China" exhibit. (Photo by Brian Blake)



A researcher examines records at the National Archives at College Park, MD. (Photo by Amy Young)



Archives specialist Patty McNamee copies pages from a report of the Bureau of Yards and Docks for a researcher at NARA's Pacific Alaska Region in Seattle, WA. (Photo by Jeff Benson)



Ed Autry, an audiovisual technician at the Harry S. Truman Library in Independence, MO, uses compressed air to clear debris from the film gate of a 35mm projector. (Photo by Jamie Oakes)

Jean Page, a clerk at the Dwight D. Eisenhower Library's visitors center, operates a World War II vintage dog tag machine. (Photo by Bob Paull)



## Gift Fund

### Statements of Operations

For the fiscal years ended September 30

	2003				2002
	Presidential Libraries	Other Unrestricted	Other Restricted	Total	Total
<b>Revenues:</b>					
Grants and donations	\$ 1,038,717	\$ 30,902	\$ 505,992	\$ 1,575,611	\$ 5,423,575
Investment income	301,136	2,645	16,807	320,588	299,161
<b>Total revenues</b>	<b>1,339,853</b>	<b>33,547</b>	<b>522,799</b>	<b>1,896,199</b>	<b>5,722,736</b>
<b>Expenses:</b>					
Operating expenses/program costs	547,453	61,964	1,153,513	1,762,930	1,759,261
Other interest expense	—	—	427	427	—
Depreciation on equipment	2,451	19	—	2,470	—
<b>Total expenses</b>	<b>549,904</b>	<b>61,983</b>	<b>1,153,940</b>	<b>1,765,827</b>	<b>1,759,261</b>
Adjustments to prior year operations	—	24,568	(24,568)	—	(336)
Excess (Shortage) of revenues over expenses	789,949	(53,004)	(606,573)	130,372	3,963,811
NET POSITION, BEGINNING OF YEAR	10,128,408	380,147	1,621,067	12,129,622	8,165,811
<b>NET POSITION, END OF YEAR</b>	<b>\$10,918,357</b>	<b>\$327,143</b>	<b>\$1,014,494</b>	<b>\$12,259,994</b>	<b>\$12,129,622</b>



Staff at the central desk in the textual research room at the National Archives at College Park, MD, assist researchers. (Photo by Carrie Goeringer)

## Gift Fund Donations

Fiscal Year 2003

Office	Donor	Amount	Total
<b>PRESIDENTIAL LIBRARIES</b>			
Hoover Library	Miscellaneous	\$ 686	\$ 686
Roosevelt Library	Edelman Foundation	2,514	
	Franklin and Eleanor Roosevelt Institute*	752,166	
	Franklin and Eleanor Roosevelt Institute (non-cash)*	3,624	758,304
Truman Library	Harry S. Truman Institute*	7,259	
	Missouri Library Network	9,170	
	Miscellaneous	2,400	18,829
Eisenhower Library	Eisenhower Foundation*	8,588	
	Miscellaneous	3,995	
	Miscellaneous (non-cash)	728	13,310
Kennedy Library	Boston Globe	3,000	
	John F. Kennedy Foundation	3,169	
	Musee de la Mode et du Textile	1,637	
	Miscellaneous	1,826	9,633
Johnson Library	Lyndon Baines Johnson Foundation*	162,193	
	Miscellaneous	4,804	166,998
Ford Library	Gerald R. Ford Foundation	1,930	
	Miscellaneous	965	2,895
Carter Library	Coastal Plains RESA	1,635	
	Miscellaneous	13,220	14,855
Reagan Library	Miscellaneous	1,001	1,001
Bush Library	Arts Council of Brazos Valley	1,000	
	BCS Chamber of Commerce	2,187	
	Bush Foundation*	31,122	
	Coca-Cola Enterprises Bottling Companies, North Texas Div.	1,500	
	College Station Rotary Club	10,000	
	Junior League of Bryan-College Station	2,000	
	Miscellaneous	8,728	56,537
Clinton Presidential Materials Project	Miscellaneous	10	10
<b>TOTAL</b>			<b>\$1,043,056</b>
<b>PRESIDENTIAL LIBRARIES</b>			

Herbert Hoover Library registrar Jenny Pedersen wraps an original 1912 edition of *De Re Metallica*, a 1556 mining treatise translated from Latin by Herbert and Lou Henry Hoover. (Photo by Lynn Smith)



Robert Taylor, a preservation technician at the National Personnel Records Center's military records facility in St. Louis, MO, holds a humidification chamber containing distorted military personnel records. (Photo by Nancy Stanfill-McCarty)



## Gift Fund Donations, continued

Fiscal Year 2003

Office	Donor	Amount	Total
<b>GENERAL, CULTURAL &amp; ARCHIVAL</b>			
	Carter Library, through the Foundation for the National Archives	\$ 50,000	
	Declarations Productions Inc. National Treasures	95,000	
	Los Angeles Public Library, through the Foundation for the National Archives	100,000	
	Peck Stackpole Foundation	9,000	
	Union Station Kansas City, through the Foundation for the National Archives	100,000	
	United Technologies, through the Foundation for the National Archives	50,000	
	Witte Museum, through the Foundation for the National Archives	100,000	
	Miscellaneous*	6,828	
	<b>TOTAL GENERAL, CULTURAL &amp; ARCHIVAL</b>	<b>\$</b>	<b>510,828</b>
<b>OFFICE OF REGIONAL RECORDS SERVICES</b>			
Northeast - Boston	Miscellaneous	2,264	2,264
Northeast - New York	Caroline Ruda	1,000	
	Tyron Genealogical Research Inc.	1,000	
	Miscellaneous	720	2,720
Northeast - Pittsfield	Miscellaneous	604	604
Mid-Atlantic - Philadelphia	Pew Foundation- non cash	2,330	
	Miscellaneous	3,014	5,344
Southeast - Atlanta	Miscellaneous	775	775
Great Lakes - Chicago	Miscellaneous	1,515	1,515
Central Plains - Kansas City	Miscellaneous	607	607
Southwest - Ft. Worth	Miscellaneous	750	750
Rocky Mountain - Denver	Miscellaneous	3,201	3,201
Pacific - San Bruno	Miscellaneous	1,460	1,460
Pacific - Laguna Niguel	Miscellaneous	4,767	4,767
Pacific Alaska - Seattle	Miscellaneous	4,368	4,368
Pacific Alaska - Anchorage	Miscellaneous	35	35
	<b>TOTAL OFFICE OF REGIONAL RECORDS SERVICES</b>	<b>\$</b>	<b>28,409</b>
	<b>TOTAL DONATIONS</b>	<b>\$</b>	<b>1,582,293</b>

Miscellaneous gifts include donations of less than \$1,000.

\*Indicates multiple gifts from this donor.

Khanh Nguyen, an archives aid at NARA's Great Lakes Region in Chicago, IL, retrieves citizenship petitions in response to customer requests. (Photo by Mary Ann Zulevic)

# NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

## FACILITIES

### **National Archives Building**

700 Pennsylvania Avenue, NW  
Washington, DC 20408-0001  
202-501-5400

### **National Archives at College Park**

8601 Adelphi Road  
College Park, MD 20740-6001  
301-837-2000

### **Washington National Records Center**

4205 Suitland Road  
Suitland, MD 20746-8001  
301-778-1600

### **NARA–Northeast Region**

**Diane LeBlanc**  
*Regional Administrator*

### **NARA–Northeast Region**

*(Boston)*  
380 Trapelo Road  
Waltham, MA 02452-6399  
866-406-2379

### **NARA–Northeast Region**

*(Pittsfield)*  
10 Conte Drive  
Pittsfield, MA 01201-8230  
413-236-3600

### **NARA–Northeast Region**

*(New York City)*  
201 Varick Street, 12th Floor  
New York, NY 10014-4811  
212-401-1620

### **NARA–Mid Atlantic Region**

**V. Chapman-Smith**  
*Regional Administrator*

### **NARA–Mid Atlantic Region**

*(Center City Philadelphia)*  
900 Market Street  
Philadelphia, PA 19107-4292  
215-606-0100

### **NARA–Mid Atlantic Region**

*(Northeast Philadelphia)*  
14700 Townsend Avenue  
Philadelphia, PA 19154-1096  
215-305-2000

### **NARA–Southeast Region**

**James McSweeney**  
*Regional Administrator*  
1557 St. Joseph Avenue  
East Point, GA 30344-2593  
404-763-7474

### **NARA–Great Lakes Region**

**David Kuehl**  
*Regional Administrator*

### **NARA–Great Lakes Region**

*(Chicago)*  
7358 South Pulaski Road  
Chicago, IL 60629-5898  
773-948-9001

### **NARA–Great Lakes Region**

*(Dayton)*  
3150 Springboro Road  
Dayton, OH 45439-1883  
937-425-0600

### **NARA–Central Plains Region**

**R. Reed Whitaker**  
*Regional Administrator*

### **NARA–Central Plains Region**

*(Kansas City)*  
2312 East Bannister Road  
Kansas City, MO 64131-3011  
816-268-8000

### **NARA–Central Plains Region**

*(Lee's Summit)*  
200 Space Center Drive  
Lee's Summit, MO 64064-1182  
816-288-8100

### **NARA–Central Plains Region**

*(Lenexa)*  
17591 West 98th Street, Ste. 31-50  
Lenexa, KS 66219-1735  
913-825-7811

### **NARA–Southwest Region**

**Kent Carter**  
*Regional Administrator*  
501 West Felix Street, Building 1  
P.O. Box 6216  
Fort Worth, TX 76115-0216  
817-831-5900

### **NARA–Rocky Mountain Region**

**Barbara Voss**  
*Regional Administrator*  
Denver Federal Center, Building 48  
P.O. Box 25307  
Denver, CO 80225-0307  
303-407-5700

### **NARA–Pacific Region**

**Shirley J. Burton**  
*Regional Administrator*

### **NARA–Pacific Region**

*(Laguna Niguel)*  
24000 Avila Road  
P.O. Box 6719  
Laguna Niguel, CA 92607-6719  
949-360-2641

### **NARA–Pacific Region**

*(San Francisco)*  
1000 Commodore Drive  
San Bruno, CA 94066-2350  
650-238-3500



*The Eisenhower Library in Abilene, KS, reopened its renovated Presidential Gallery in FY 2003. In this display, Ike and Mamie wave to a crowd of well-wishers as they head to Abilene from Kansas City shortly after World War II. (Photo by Bob Paull)*



## NARA–Pacific Alaska Region

**Steven Edwards**

*Regional Administrator*

## NARA–Pacific Alaska Region

*(Seattle)*

6125 Sand Point Way, NE  
Seattle, WA 98115-7999  
206-336-5115

## NARA–Pacific Alaska Region

*(Anchorage)*

654 West Third Avenue  
Anchorage, AK 99501-2145  
907-271-2443

## NARA–National Personnel Records Center

**Ronald Hindman**

*Director*

## NARA–National Personnel Records Center

*(Civilian Personnel Records)*

111 Winnebago Street  
St. Louis, MO 63118-4199  
314-801-9250

## NARA–National Personnel Records Center

*(Military Personnel Records)*

9700 Page Avenue  
St. Louis, MO 63132-5100  
314-801-0800

## Herbert Hoover Library

**Timothy G. Walch**, *Director*

210 Parkside Drive  
P.O. Box 488  
West Branch, IA 52358-0488  
319-643-5301

## Franklin D. Roosevelt Library

**Cynthia Koch**, *Director*

4079 Albany Post Road  
Hyde Park, NY 12538-1999  
845-486-7770

## Harry S. Truman Library

**Michael Devine**, *Director*

500 West U.S. Highway 24  
Independence, MO 64050-1798  
816-268-8200

## Dwight D. Eisenhower Library

**Daniel D. Holt**, *Director*

200 Southeast Fourth Street  
Abilene, KS 67410-2900  
785-263-6700

## John Fitzgerald Kennedy Library

**Deborah Leff**, *Director*

Columbia Point  
Boston, MA 02125-3398  
617-514-1600

## Lyndon Baines Johnson Library

**Betty Sue Flowers**, *Director*

2313 Red River Street  
Austin, TX 78705-5702  
512-721-0200

## Nixon Presidential Materials Staff

**Karl Weissenbach**, *Director*

National Archives at College Park  
8601 Adelphi Road  
College Park, MD 20740-6001  
301-837-3290

## Gerald R. Ford Library and Museum

**Dennis A. Daellenbach**

*Director*

## Gerald R. Ford Library

1000 Beal Avenue  
Ann Arbor, MI 48109-2114  
734-205-0555

## Gerald R. Ford Museum

303 Pearl Street, NW  
Grand Rapids, MI 49504-5353  
616-254-0400

## Jimmy Carter Library

**Jay E. Hakes**, *Director*

441 Freedom Parkway  
Atlanta, GA 30307-1498  
404-865-7100

## Ronald Reagan Library

**Duke Blackwood**, *Director*

40 Presidential Drive  
Simi Valley, CA 93065-0600  
805-522-8444

## George Bush Library

**Edward Douglas Menarchik**

*Director*

1000 George Bush Drive West  
P.O. Box 10410  
College Station, TX 77842-0410  
979-691-4000

## Clinton Presidential Materials Project

**David E. Alsobrook**, *Director*

1000 LaHarpe Boulevard  
Little Rock, AR 72201  
501-244-9756

# The Foundation for the National Archives

Archivist John Carlin and  
Kathy Allison, one of the  
National History Day  
winners who exhibited their  
work at Union Station  
in Washington, DC,  
on July 4, 2003.  
(Photo by Earl McDonald)



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# We the People

## ...MAKING A DIFFERENCE

Documentary filmmaker Ken Burns, a member of the Foundation's board, and Sue Gin McGowan, president of the William G. McGowan Charitable Fund, Inc., in the audience at the rededication ceremonies for the Rotunda for the Charters of Freedom on September 17, 2003. (Photo by Earl McDonald)

The Foundation for the National Archives thanks the many people nationwide who are expressing their patriotism and their belief in American democracy and ideals. Your support as members of the Foundation comes at a critical time in our nation's history and a momentous and exciting time for the National Archives. In September 2003 the Charters of Freedom—our country's Declaration of Independence, all four pages of the Constitution, and the Bill of Rights—were returned to the renovated Rotunda of the historic National Archives Building. It marked the launch of the National Archives Experience, which will continue to unfold throughout 2004 and 2005. The Foundation and its members are proud to be partners with the National Archives to support this bold and exciting new Experience that will enhance the story of our nation for visitors from all over the world.

Foundation President Tom Wheeler and Archivist John Carlin make a toast at the Rededication Gala. (Photo by Vivian Ronay)

## The Society for the National Archives

*2003 marked the inaugural year of the Society for the National Archives. The Society's goal is to play a leadership role in combating historical illiteracy, to awaken in citizens a yearning to use the Archives to learn more about, and to celebrate, our great American journey.*

Carol Wheeler (center) with Donna and Pat Butler at the September 17 gala. (Photo by Vivian Ronay)

Bess Abell  
Barbara Allbritton  
Herschel Blumberg  
Esther Brownstein  
Ken Burns  
Patrick Butler  
Anna Chavez  
Vincent P. Dole  
Eugene Eidenberg  
Gerald E. Finger  
Nancy Folger

Eugene Ford  
Miles Gilburne  
William R. Harman  
Marilynn Wood Hill  
Walter Kaye  
Mary Lynn Kotz  
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J. P. London  
Kenneth G. Lore  
Cappy McGarr  
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Robert Price  
Jonathan Pritzker  
Cokie Roberts  
Patti Rosenfeld  
Andrew Rosenfeld  
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Edwin Singer  
Albert H. Small  
John Stanton  
Eleanor Trowbridge  
Thomas E. Wheeler  
John H. Zentay

Visitors at the Archives Shop look over some of the many books for young people. (Photo by Lisa Bainer)



*The Archivist greets guests at the Foundation's luncheon at Union Station, Washington, DC, part of the July 4, 2003, festivities. (Photo by Earl McDonald)*

# The National Archives Experience

*Board member Cokie Roberts speaks to the guests at the September 17 gala celebrating the return of the Charters of Freedom to the National Archives Rotunda. (Photo by Vivian Ronay)*



*The Rededication Gala of the Rotunda for the Charters of Freedom highlighted the completion of the first phase of the National Archives Experience \$22.5 million capital campaign. The Foundation expresses sincere gratitude for the generous financial support to those listed on this page in making this possible.*



*Thomas Jefferson (portrayed by an actor) peruses a copy of the Constitution in the new Archives Shop in the National Archives Building, September 18, 2003. (Photo by Lisa Bainer)*

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Sharon Horkey  
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Jeff Korman  
Bee Korvin  
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Lamar CISD  
Donna Levy  
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## Gifts in honor of Tom & Carol Wheeler

Alltel Corporation  
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Dobson Communications  
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First Cellular of Southern Illinois  
Lucent Technologies  
New-Cell, Inc.  
Nextel Communications, Inc.  
Nokia  
Open Wave Systems  
Rural Cellular Corporation  
TSI Telecommunication Services, Inc.  
US Cellular Corporation  
Western Wireless

*This list is accurate as of November 4, 2003. All gifts made after this date will be honored in the 2004 annual report.*

# In Memory of Kenneth D. Horkey

# Charles Guggenheim Center for Documentary Films

*Last December, Kenneth Horkey, a dear friend of the National Archives, passed away. The Foundation would like to thank on behalf of his family those who have made kind and generous donations that will be used for many important projects here at the Archives:*

Joan Alexander  
John S. Chapman  
Paul and Mary Davis  
Constellation Energy, Legal Division  
Kerry L. Gray  
Jeff and Jana Korman  
William and Bee Korvin  
Jacqueline B. Lang  
Donna Levy  
Doris A. Lewis  
Katherine Pollhammer  
Sharon Reinhard  
Beverly Selvage  
Bernard J. and Ronna Stiersdorfer

*The Foundation would like to thank the following on behalf of the Guggenheim family for their continuing support for the Charles Guggenheim Center for Documentary Films. The proceeds of this fund will be used to make the William G. McGowan Theater Washington, DC's premier documentary film venue.*

Bess and Tyler Abell  
Judith Bader  
Thora S. R. Colot  
Jill D. Glenwinkel  
Earl S. and Mary M. Godfrey  
Florence and Peter Hart  
Roger D. and Joyce R. Isaacs  
Gay P. Lord

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Mary S. and John Rauh  
Joseph L. and Trudy D. Rauh  
Barbara O. Ross  
Nancy L. Sloss  
Robert D. and Judith V. Stix  
Frank and Denie Weil

*The Archives Shop features items related to the Charters of Freedom as well as other merchandise, including books and apparel. (Photo by Christopher McClary)*



# Annual Membership Program



*Stefanie Mathew (left) and Melinda Hungerman of the Foundation staff offered materials on the Foundation to media during the week of the rededication of the Rotunda. (Photo by Earl McDonald)*

*We gratefully acknowledge those who made generous donations through the Annual Membership Fund prior to October 22, 2003.\* These funds were used to support many important projects including education and outreach and building the membership program.*

## **\$1,000 to \$4,999**

John Beaty, Jr, in honor of Ken Lore  
Malcolm Blunt  
Walt E. Smith  
gayle k. yamada,  
David Hosley, and  
Heather Yamada Hosley

## **\$500 to \$999**

Church of Spiritual Technology  
Rich and Barbara Franke  
Kevin Marriott  
Richard D. Siragusa

## **\$250 to \$499**

Richard Sayre

## **\$125 to \$249**

Mary E. Bane  
William C. and Jo-Ann Beck  
Theodore Brown  
Arline Caliger  
Diana Carlin  
Thora S. R. Colot  
John R. and Dorothy Gardner  
Ronald and Martha Hardman  
Mark R. Haubenschild  
Herschel and Ruth Kanter  
David Raymond  
Audrey J. Wolfinger

## **\$65 to \$124**

George and Patsy Clark  
Melanie D. Crain  
Yvonne and Jim Tom Crumpler  
John and Glorianne Fahs  
Leroy W. and Roberta Gardner  
David Kahn  
Richard L. Kaplin  
Vivian Luther-Schafer  
Gregory and Tamra Mathew  
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James D. Quickel  
Kazuko and Yoshine Uchimura  
Ed Weber

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*Pat Lore, and board member Ken Lore, at the Foundation gala celebrating the reopening of the Rotunda, September 17, 2003. (Photo by Vivian Ronay)*

*\*Those making gifts after October 22, 2003, will be recognized in the 2004 annual report.*

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