



Smithsonian

Submitted to the Committees on Appropriations
Congress of the United States

Smithsonian Institution
Fiscal Year 2006
Budget Request to Congress

February 2005

SMITHSONIAN INSTITUTION
Fiscal Year 2006 Budget Request to Congress
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THE SMITHSONIAN INSTITUTION IN THE 21ST CENTURY

The Smithsonian was established in 1846, thanks to a generous bequest from British scientist James Smithson, with the mission: “the increase and diffusion of knowledge.” Over the years, the Smithsonian has become the world’s largest museum and research complex. The Smithsonian is, and wishes to continue to be, the world’s most respected provider of museum experiences, supported by authoritative scholarship to connect Americans to their cultural heritage and enabling the Institution to act as an international leader in scientific research and exploration.

The Smithsonian’s collections are staggering in their breadth and depth. Consequently, more people visit us than any other museum complex on Earth, by a wide margin. The Smithsonian offers the world a picture of America and America a picture of the world. Visitors come to the Smithsonian to get that picture and to get in touch with their historical, scientific, and cultural heritage.

The Smithsonian takes its task of serving the American public very seriously, and the Institution’s reputation rests on that strong foundation. Two important openings in 2004 continue to enhance that reputation. In September 2004, the Institution opened the stunning, new, quarter-of-a-million square foot National Museum of the American Indian (NMAI) on the Mall, with its incredible collection of artifacts from all over North, Central, and South America—the finest collection of its kind in the world. With this new museum, the Smithsonian is keeping its pledge to Native peoples across the hemisphere to honor their cultural traditions and achievements. The NMAI is much more than a celebration of the past; it will be an ongoing living testament to the vitality of Native cultures.

In November 2004, we opened a powerful new exhibit, *The Price of Freedom: Americans at War*, the military history of the United States from the French and Indian War up to the present, at the National Museum of American History. This is the only exhibit of its kind ever done on the military history of our country. It even includes a Vietnam-era Huey helicopter as one of the key pieces in the exhibit.

Yet, unfortunately, the Smithsonian is also an institution with a severely deteriorated infrastructure, outdated technology, and many aged, outmoded exhibits. International and domestic events of the last few years have adversely affected attendance. Today’s challenge is to build on the Smithsonian’s reputation, rebuild the physical plant, increase the number of our visitors, and thereby expand the reach of a great and trusted institution.

The Smithsonian is a unique entity—an independent trust instrumentality—that depends on the federal government for nearly 80 percent of its funding (approximately 66 percent from direct appropriations and 14 percent from federal agency grants). Ever mindful of and grateful for this support from the American public, the Smithsonian will continue working with both the Administration and Congress to provide each with the information necessary to justify their continued support. The Institution is also working to improve its performance consistent with the President's Management Agenda, and has a number of initiatives under way to advance financial management, use e-government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals.

The Institution is also making great progress in revitalizing science at the Smithsonian. Today there are more than 500 world-class scientists on the staff of the Smithsonian, augmented by roughly an equal number of fellowship appointments. They work at an astonishing array of worldwide field stations, laboratories, and research centers, using collections and databases that together constitute one of the world's greatest sources for scientific research. Two of *Science* magazine's top 10 scientific discoveries of 2004 were made by Smithsonian scientists, and we are committed to making sure that the discoveries continue, in keeping with the Smithsonian's tradition of supporting scientific excellence.

We have completed a five-year strategic plan for science that sharpens the focus of our scientific efforts and builds on the strengths of the four Smithsonian science themes recognized by the Science Commission: the origin and nature of the universe; the formation and evolution of the Earth and similar planets; discovering and understanding life's diversity; and the study of human diversity and cultural change.

The reach of everything the Smithsonian does, both the research and the museum activities, is expanded exponentially by educational activities, websites, and outreach programs.

The Smithsonian Institution Traveling Exhibition Service is the largest traveling exhibition service in the world and reaches more than five million people across the country every year. This year we have 50 exhibits that will go to about 250 locations throughout the country.

Our Web presence has expanded dramatically in a short period of time. Five years ago, we had half as many visits to our websites as physical visits to our museums. Now, visitation on the Web is more than 300 percent

of our museum visitation, and we expect to receive approximately 100 million visits to our websites by the end of 2005.

To expand our ability to further public knowledge, we have been engaged in a major national outreach program. We now have 138 affiliates located in 39 states, Panama, Puerto Rico, and Washington, DC. Since the Smithsonian can display only 1 to 2 percent of its artifacts at any one time, funding for efforts such as this outreach expands our public displays and results in an even greater degree of achievement for our time-tested mission.

The Smithsonian agenda is ambitious and focused. Given budget realities, Smithsonian priorities fall into several categories. The first is funding to keep Institution museums in operation, collections safe, and research programs intact; in other words, what can be referred to as mandatory costs. These include requirements for staff salaries and benefits, legislated pay raises, utilities, postage, and rent.

The Smithsonian's second priority is funding for security-related items. This includes providing security to the Institution's staff, visitors, collections, and facilities, and protection against terrorist actions. Facilities Capital funds are included for additional security improvements and to continue construction of the new Pod 5 at the Museum Support Center for the storage of the National Museum of Natural History's collections kept in alcohol.

The Smithsonian's third priority is to secure funding increases for National Academy of Public Administration (NAPA) recommended activities, such as addressing the Institution's critical facilities revitalization and information technology needs. This budget includes funding to continue to repair and renovate some of our oldest and most frequently visited museum facilities and to continue to improve maintenance of the Institution's facilities. The Institution's request also responds to reports from the National Academy of Sciences and the American Zoo and Aquarium Association to continue ongoing improvements at the National Zoo. In addition, the budget includes funds to reduce the backlog of collections processing and conservation and to improve collections storage.

The Institution's fourth priority is to prepare for the reopening of the Smithsonian American Art Museum and the National Portrait Gallery in the renovated Patent Office Building. Also included in this priority are funds for the congressionally directed planning and program design for the National Museum of African American History and Culture.

The Smithsonian plays a vital role in our country's civic, educational, and cultural life. Using art, artifacts, history, and science, the Smithsonian tells a comprehensive story—America's story. Now, more than ever, this is an important service to perform. To reach more Americans with such seminal stories, the Smithsonian needs to transform itself into a true 21st century institution. The Smithsonian Institution faces significant challenges if it is to continue to serve the public in an exemplary manner, with both engaging, modern exhibitions backed by authoritative scholarship and groundbreaking scientific research and exploration. What follows is our plan to meet these challenges as efficiently and effectively as possible.

**SMITHSONIAN INSTITUTION
FY 2006 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2005 Appropriation</i>	<i>FY 2006 Request</i>
Salaries and Expenses	\$489,035,000	\$524,135,000
Facilities Capital	<u>126,123,000</u>	<u>90,900,000</u>
Total	\$615,158,000	\$615,035,000

For FY 2006, the Smithsonian's request is essentially flat with FY 2005 at \$615 million. It includes \$524.1 million for Salaries and Expenses (S&E) and \$90.9 million for Facilities Capital. This represents a \$35 million shift from Facilities Capital to S&E, largely to cover mandatory items such as pay, rent, and utility increases. A detailed summary is provided in the table at the end of this section.

SALARIES AND EXPENSES

Mandatory Increases

Salaries and Related Costs (+ \$8,865,000) – The request funds a 2.3 percent pay raise for FY 2006. It also covers an increase in Workers' Compensation.

Utilities, Postage, and Rent (+ \$9,590,000) – The Institution requests an increase to its Utilities, Postage, and Rent accounts and details are provided in the S&E section.

Program Changes

The following are priority program requirements for FY 2006:

Security/Anti-Terrorism – In order to provide the minimum essential security force for the newly opened National Museum of the American Indian and the reopening of the Patent Office Building, the Institution changed its approach to visitor screening. Electronic screening at the three largest Mall museums (National Air and Space Museum, National Museum of American History, and National Museum of Natural History) has shifted from 100 percent full-time electronic visitor screening to random electronic screening coupled with manual bag checks. The security guards (59 FTEs and \$2.6 million) freed up by this approach will not only staff the new and reopening museums, but also properly man traditional security posts.

NAPA-Driven and Information Technology (IT) Needs (+ \$5,503,000) – to support improvements to the Smithsonian’s facilities maintenance needs as recommended by the National Academy of Public Administration (NAPA) (\$5,500,000). Funds are also requested to provide evening and night time support of the Institution’s IT infrastructure (\$500,000), and to purchase an online recruiting software package (\$440,000). These IT increases are offset by reductions in telephone modernization and other general IT programs (-\$1,389,000). Also included are funds to improve accounting and contract support (\$452,000).

Patent Office Building (+ \$9,000,000) – to provide one-time resources necessary to install and exhibit artwork in the reopened Patent Office Building (POB), which is home to the National Portrait Gallery and the Smithsonian American Art Museum (\$7,638,000). Also included is the initial central support needed to provide security and maintenance for the POB when it reopens (\$1,362,000).

National Museum of African American History and Culture (+ \$1,100,000) – to continue planning, management, fund raising, and administration for the museum.

National Zoological Park (+ \$2,274,000) – to improve animal welfare, pest management and veterinary care, and to support implementation and administration of a modern Zoological Information Management System.

Other Program Changes (-\$500,000) – to provide resources for a new initiative to reduce the backlog of collections processing and improve collections storage (+ \$1,000,000), and to reduce the base funding for the Outreach program (-\$1,000,000) and the soils research initiative (-\$500,000).

Non-recurring Costs (-\$732,000) – to reduce one-time costs associated with the National Museum of the American Indian (-\$1,732,000) and restore an FY 2005 one-time reduction to continue fulfilling the repatriation requirements of the National Museum of the American Indian Act (+ \$1,000,000).

CAPITAL PROGRAM

The request for the Facilities Capital program (**\$90.9 million**) will help improve the deteriorating condition of some of the oldest buildings at the Smithsonian and maintain the current condition of other institutional facilities through systematic renewal and repair. For FY 2006, this request provides for increased security and anti-terrorism requirements (\$7.9 million), and continues revitalizations at the National Zoological Park (\$13 million), the National Museum of American History (\$18.4 million), and the National Museum of Natural History (NMNH) (\$12.8 million). It also includes funds to support the closure of the Arts and Industries Building and relocate staff, collections, and the data center currently located there (\$5.8 million), as well as funds to revitalize other facilities (\$15 million). In addition, the request includes funds to continue construction of a new code-compliant storage facility for NMNH's highly flammable collections at the Museum Support Center in Suitland, Maryland (\$9 million), and funds to plan and design future projects (\$9 million). Specific details of each requirement are provided in the Facilities Capital section of this request.

SMITHSONIAN INSTITUTION
FY 2006 BUDGET REQUEST
BY APPROPRIATION ACCOUNT

SALARIES AND EXPENSES	FTEs	Amount
FY 2005 Appropriation (pre-rescissions)	5,124	\$495,925,000
FY 2005 0.594% Rescission		-2,946,000
FY 2005 0.80% Rescission		-3,944,000
Total FY 2005 Appropriation		489,035,000
FY 2006 Changes		
<u><i>Mandatory Increases</i></u>		
Legislated Pay Raises		8,865,000
Utilities, Postage, and Rent		9,590,000
<u><i>Program Changes</i></u>		
<u><i>NAPA-Driven and IT Needs</i></u>		
Facilities Maintenance	13	5,500,000
Information Technology Programs		
Extended IT Service Hours		500,000
Online Recruiting	1	440,000
Telephone Modernization		-949,000
Information Resource Management Pool		-440,000
Audit Costs and Accounting and Contract Support	4	452,000
<u><i>Staffing/Opening New Facilities</i></u>		
Patent Office Building		
National Portrait Gallery/American Art Museum		7,638,000
Facilities Security and Maintenance Support	14	1,362,000
National Museum of African American History & Culture	8	1,100,000
<u><i>Science Reports Recommendations</i></u>		
National Zoological Park	9	2,274,000
<u><i>Other Program Changes</i></u>		
Institution-Wide Programs: Collections Care		1,000,000
Outreach Programs		-1,000,000
Tropical Soils Research Initiative		-500,000
Adjust Facilities FTE levels	-192	
<u><i>Non-recurring Costs</i></u>		
National Museum of the American Indian		-1,732,000
Repatriation Funds, National Museum of Natural History		1,000,000
FY 2006 Salaries and Expenses Request	4,981	\$524,135,000

FACILITIES CAPITAL	FTEs	Amount
FTEs in Base	38	
Revitalization:		
Security and Anti-Terrorism		7,900,000
Arts and Industries		5,800,000
National Museum of American History		18,400,000
National Museum of Natural History		12,800,000
National Zoological Park		13,000,000
Other Revitalization Projects		15,000,000
Construction:		
Museum Support Center Pod 5		9,000,000
Facilities Planning and Design		9,000,000
FY 2006 Facilities Capital	38	\$90,900,000

FY 2006 REQUEST, ALL ACCOUNTS	5,019	\$615,035,000
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SMITHSONIAN INSTITUTION

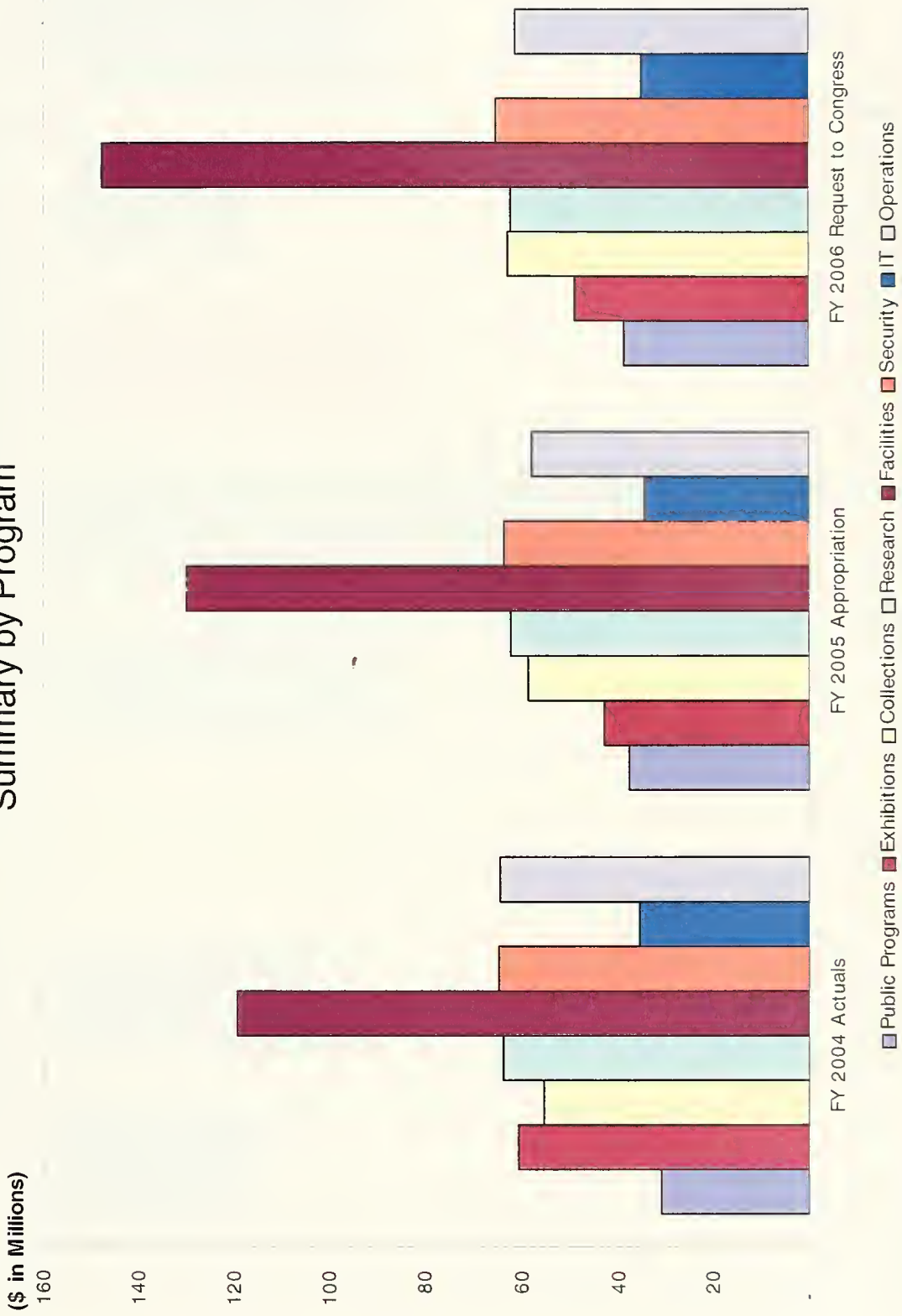
FEDERAL BUDGET BY PROGRAM

Salaries & Expenses

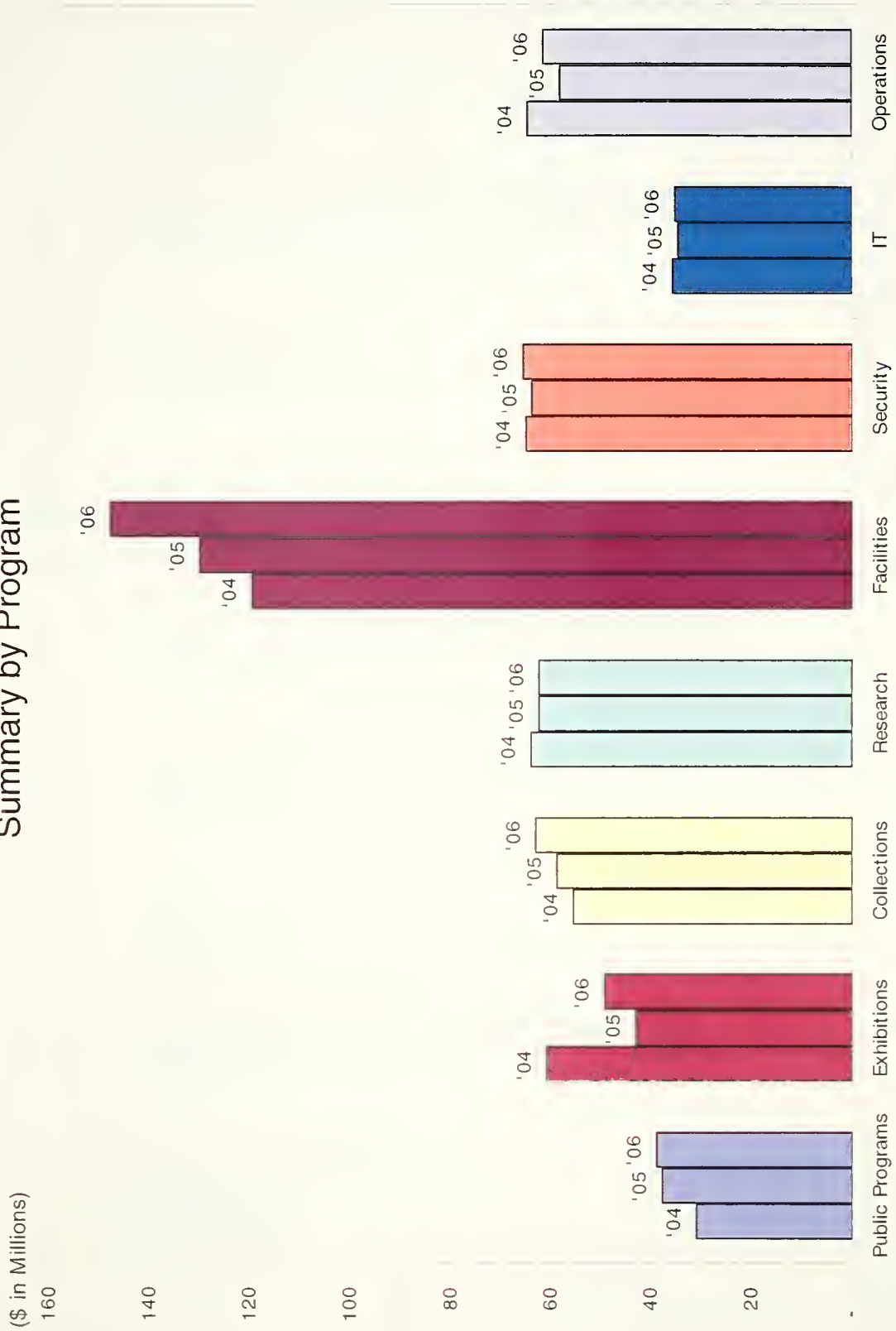
(Dollars in Thousands)

Program	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate
Public Programs	\$ 31,180	\$ 37,973	\$ 39,072
Exhibitions	60,913	43,163	49,329
Collections	55,608	58,893	63,112
Research	64,016	62,431	62,440
Facilities	119,438	129,920	147,758
Security	64,956	63,783	65,508
Information Technology	35,799	34,704	35,355
Operations	64,665	58,168	61,561
Total, Smithsonian	\$496,575	\$489,035	\$524,135

Smithsonian Federal Budget Salaries and Expenses Summary by Program



Smithsonian Federal Budget Salaries and Expenses Summary by Program



FY 2004 = Actuals

FY 2005 = Appropriation

FY 2006 = Request to Congress

18,322
- 17,377

951

SMITHSONIAN INSTITUTION SALARIES AND EXPENSES

20,266
- 2,889

17,377

Summary of FY 2006 Change

	<u>FTEs</u>	<u>Amount</u>
FY 2005 Appropriation (pre-rescissions)	5,124	\$495,925,000
FY 2005 0.594% Rescission		-2,946,000
FY 2005 0.80% Rescission		-3,944,000
Total FY 2005 Appropriation		\$489,035,000

FY 2006 Changes

Mandatory Increases

Legislated Pay Raises		8,865,000
Utilities, Postage, and Rent		9,590,000
Total Mandatory Increases		\$18,455,000

Program Increases

Patent Office Building (POB)		
National Portrait Gallery		3,344,000 ✓
Smithsonian American Art Museum		4,294,000 ✓
National Museum of African American History & Culture	8	1,100,000 ✗
National Zoological Park	9	2,274,000 ✓
Facilities Maintenance		
Critical Facilities Maintenance	13	5,500,000 ✓
POB Maintenance Support	5	366,000 ✓
Facilities Operations, Security, and Support		
POB Operations and Security Support	9	996,000 ✓
Information Technology Programs:		
Online Recruiting	1	440,000 ✓
Extended IT Service Hours		500,000
Audit costs and Accounting and Contract Support	4	452,000
Institution-wide Programs: Collections Care		1,000,000 ✓
Total Program Increases	49	\$20,266,000

Non-recurring Costs

National Museum of the American Indian	400	-1,732,000
National Museum of Natural History, Repatriation Program		1,000,000
Total Non-recurring Costs		-\$732,000

Program Reductions

Information Technology Programs:		
Telephone Modernization		-949,000
Information Resource Management Pool		-440,000
Tropical Research Institute (soils research initiative)		-500,000
Outreach programs		-1,000,000
Facilities Maintenance FTE levels	-23	
Facilities Operations, Security, and Support FTE levels	-169	
Total Program Reductions	-192	-\$2,889,000

FY 2006 Request

	4,981	\$524,135,000
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SMITHSONIAN INSTITUTION

Salaries and Expenses

Summary of the 2004 Appropriation, the 2005 and 2006 Estimates
(\$ in Thousands)

Page #	FTE = Full-Time Equivalent	FY 2004 ACTUAL		FY 2005 BASE (a)		FY 2006 REQUEST		ANALYSIS OF CHANGE	
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory Costs \$000	Program FTEs \$000
MUSEUMS AND RESEARCH CENTERS									
<i>American Museums</i>									
27	Anacostia Museum/Ctr for African American History & Culture	15	1,821	22	1,864	22	1,897	33	-
32	Center for Folklife and Cultural Heritage	15	1,980	18	1,910	18	1,945	35	-
35	National Museum of African American History and Culture	0	0	27	3,944	35	5,098	54	1,100
40	National Museum of American History, Behring Center	192	20,255	241	19,962	241	20,441	479	-
47	National Museum of the American Indian	292	47,178	358	31,739	358	30,540	533	(1,732)
<i>Art Museums</i>									
56	Archives of American Art	22	1,833	22	1,806	22	1,843	37	-
61	Arthur M. Sackler Gallery/Freer Gallery of Art	52	5,742	60	5,657	60	5,772	115	-
67	Cooper-Hewitt, National Design Museum	32	3,180	40	3,054	40	3,118	64	-
71	Hirshhorn Museum & Sculpture Garden	44	4,039	49	3,997	49	4,078	81	-
76	National Museum of African Art	35	4,149	48	4,175	48	4,257	82	-
82	National Portrait Gallery	59	5,043	64	4,957	64	8,409	108	3,344
89	Smithsonian American Art Museum	93	7,634	97	7,561	97	12,028	173	4,294
<i>Science Museums and Research Centers</i>									
96	National Air and Space Museum	165	21,470	184	16,262	184	16,596	334	-
102	National Museum of Natural History	405	42,798	438	42,177	438	44,063	886	1,000
111	National Zoological Park	236	19,531	201	17,576	210	20,194	344	2,274
120	Smithsonian Astrophysical Observatory	115	22,013	124	21,301	124	22,295	994	-
125	Smithsonian Center for Materials Research and Education	24	3,047	27	3,184	27	3,251	67	-
129	Smithsonian Environmental Research Center	34	3,068	35	3,006	35	3,065	59	-
134	Smithsonian Tropical Research Institute	251	12,579	242	11,514	242	11,219	205	(500)
Total Museums and Research Centers		2,081	227,360	2,297	205,646	2,314	220,109	4,683	17,978

SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2004 Appropriation, the 2005 and 2006 Estimates
(\$ in Thousands)

Page #	FTE = Full-Time Equivalent	FY 2004 ACTUAL		FY 2005 BASE (a)		FY 2006 REQUEST		ANALYSIS OF CHANGE	
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory Costs \$000	Program FTEs \$000
PROGRAM SUPPORT AND OUTREACH									
140	Outreach	75	8,726	91	10,050	91	9,200	150	- (1,000)
148	Communications	14	1,381	18	1,480	18	1,502	22	-
151	Institution-wide Programs	0	6,840	0	6,053	-	6,613	-	560
157	Office of Exhibits Central	38	2,613	35	2,598	35	2,658	60	-
160	Major Scientific Instrumentation	0	4,624	0	3,944	-	3,944	-	-
164	Museum Support Center	19	1,803	28	1,640	28	1,675	35	-
166	Smithsonian Institution Archives	20	1,688	23	1,656	23	1,695	39	-
169	Smithsonian Institution Libraries	100	8,778	111	8,611	111	8,779	168	-
	Total Program Support and Outreach	266	36,453	306	36,032	306	36,066	474	- (440)
174	ADMINISTRATION	295	61,595	341	63,903	346	65,929	1,583	5 443
FACILITIES SERVICES									
182	Facilities Maintenance	289	38,510	362	39,371	357	45,680	443	(5) 5,866
186	Facilities Operations, Security and Support	1,314	132,657	1,818	144,083	1,658	156,351	11,272	(160) 996
	Total Facilities Services	1,603	171,167	2,180	183,454	2,015	202,031	11,715	(165) 6,862
GRAND TOTAL, SMITHSONIAN INSTITUTION		4,245	496,575	5,124	489,035	4,981	524,135	18,455	(143) 16,645

Note:
(a) Distribution reflects the Interior Appropriations across-the-board rescission (0.594%) and the Omnibus across-the-board rescission (0.80%).
(See "Adjustments to FY 2005 Funding" in Appendix)

SALARIES AND EXPENSES

FY 2004 Appropriation	\$488,652,000
FY 2005 Appropriation	\$489,035,000
FY 2006 Estimate	\$524,135,000

For FY 2006, the Institution requests \$524.1 million in the Salaries and Expenses account. Within the total increase requested, approximately 53 percent is attributable to mandatory costs for sustaining base operations (pay, utilities, and rent), and the remainder is for priority program requirements within the Institution. These increases are partially offset by program reductions and non-recurring costs of \$3,621,000.

SALARY AND RELATED COSTS — The Institution requests an increase of \$8,865,000 for higher projected salary and benefits costs in FY 2006 as described below. This request is limited to the annualization of the 2005 pay raise, the proposed 2006 pay raise, and the increase in workers' compensation costs. The Institution absorbed unfunded portions of legislated raises totaling \$20.8 million from FY 2003 through FY 2005. The following is a line-item display of the requested pay increase:

Salary and Related Cost Increases:

Annualization of 2005 pay raises (1/4 of a year at 3.71%)	\$3,209,000
Proposed 2006 Pay Raise (3/4 of a year at 2.3%)	4,802,000
Workers' Compensation	<u>854,000</u>
Total, Salary and Related Cost Increases	\$8,865,000

- **Annualization of the 2005 Pay Raise (+ \$3,209,000)** – annualizes the January 2005 pay raise (3.71 percent including locality pay) for one-quarter of a year.
- **Proposed 2006 Pay Raise (+ \$4,802,000)** – funds the anticipated 2.3 percent January 2006 pay raise for three-quarters of a year, which is partially offset by one less workday in FY 2006.
- **Workers' Compensation (+ \$854,000)** – supports the provisions of Section 8147(b) of Title 5, United States Code, as amended April 21, 1976 by Public Law 94-273. The Workers' Compensation bill for FY 2006 of \$3,628,000 is based on actual costs incurred from July 1, 2003 through June 30, 2004, as provided by the Department of Labor. With an amount of \$2,774,000 in its FY 2005 base for Workers' Compensation, the Institution requests an increase of \$854,000.

1500
362.6
237
237
991

FY 2006 Increased Pay Costs

(Dollars in Thousands)

LINE ITEM	FY 2005 Annualization	FY 2006 Pay Raise	Total
Anacostia Museum and Center for African American History and Culture	14	19	33
Center for Folklife and Cultural Heritage	14	21	35
National Museum of African American History and Culture	0	54	54
National Museum of American History, Behring Center	190	277	467
National Postal Museum	5	7	12
National Museum of the American Indian	218	315	533
Archives of American Art	15	22	37
Arthur M. Sackler Gallery/Freer Gallery of Art	47	68	115
Cooper-Hewitt, National Design Museum	26	38	64
Hirshhorn Museum and Sculpture Garden	33	48	81
National Museum of African Art	33	49	82
National Portrait Gallery	44	64	108
Smithsonian American Art Museum	70	103	173
National Air and Space Museum	131	203	334
National Museum of Natural History	360	526	886
National Zoological Park	137	207	344
Smithsonian Astrophysical Observatory	143	209	352
Smithsonian Center for Materials Research and Education	27	40	67
Smithsonian Environmental Research Center	24	35	59
Smithsonian Tropical Research Institute	83	122	205
Outreach	60	90	150
Communications	9	13	22
Office of Exhibits Central	24	36	60
Museum Support Center	14	21	35
Smithsonian Institution Archives	16	23	39
Smithsonian Institution Libraries	68	100	168
Administration	291	438	729
Facilities Maintenance	178	265	443
Facilities Operations, Security, and Support	935	1,389	2,324
TOTAL INCREASED PAY COSTS	3,209	4,802	8,011

3537
328
565

3624
- 353
91

3638
2510
38
55
30

UTILITIES, POSTAGE, AND RENT (+ \$9,590,000) – For FY 2006, the Institution requests an increase of \$9,590,000 for utilities, postage, and rent to cover additional costs attributed to increased consumption, inflationary increases, and project needs. The following table displays estimates for FY 2004 through FY 2006. Detailed explanations of each line item follow.

Federal Utilities, Postage, and Rent Costs
FY 2004–FY 2006
(Dollars in Thousands)

	FY 2004 Actual	FY 2005 Estimate	FY 2006 Estimate	Change
Electricity	15,898	20,362	23,447	3,085
Steam	5,886	5,014	6,737	1,723
Natural Gas	2,419	2,897	2,969	72
D.C. Gov't Water/Sewer	3,536	3,640	3,670	30
Other Water & Fuel	558	760	770	10
Postage	2,074	2,217	2,247	30
Rent	10,274	11,610	16,250	4,640
Total	40,645	46,500	56,090	9,590

- **Electricity (+ \$3,085,000)** – Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air conditioning system that cools Smithsonian facilities, ensuring the comfort of staff and visitors and providing essential climate control to protect the priceless national collections. The estimate includes increases for the Patent Office Building operations (\$400,000), VERITAS project in Arizona (\$100,000), National Zoological Park's Asia Trail, Phase I operations (\$65,000), and a 30 percent estimated rate increase for Maryland and the District of Columbia accounts as PEPCO comes out from a four-year rate freeze (\$2,636,000), offset by anticipated reimbursements (\$-116,000).
- **Steam (+ \$1,723,000)** – The Smithsonian uses steam for heating and humidification and to produce hot water in facilities on the Mall and in New York City. The request includes funds for past rate adjustments and an anticipated 20 percent rate increase (\$2,119,000), offset by anticipated reimbursements (-\$396,000).
- **Natural Gas (+ \$72,000)** – The Smithsonian uses natural gas for heating and generating steam. The estimate includes increases for the National

Zoological Park's Asia Trail Project, Phase I (\$83,000), offset by anticipated reimbursements (-\$11,000).

- **D.C. Water and Sewer (+ \$30,000)** – The FY 2006 net estimate for water and sewer costs is based on cost projections by the District of Columbia Water and Sewer Authority in April 2004 (-\$190,000) and includes increases for the Asia Trail Project, Phase I (\$300,000), offset by anticipated reimbursements (-\$80,000).
- **Other Water and Fuel (+ \$10,000)** – Funds provide water for satellite facilities in Maryland and Virginia and fuel oil for the Smithsonian. Water and fuel oil consumption for existing facilities is estimated to remain constant. The FY 2006 estimate includes an increase for the VERITAS project in Arizona (\$10,000).
- **Postage (+ \$30,000)** – Funds provide for all domestic and international mail services. The increase provides one-time funds for the purchase of mail equipment (\$30,000) at NASM's Udvar-Hazy Center, enabling the Smithsonian to operate a satellite mailing facility that uses equipment similar to other Smithsonian facilities.
- **Rent (+ \$4,640,000)** – The request includes increases to provide adequate space to house staff and programmatic functions displaced by the closure of the Arts and Industries Building (\$3,730,000), and additional leased space in the Victor Building required for the Smithsonian's facilities and IT staff (\$268,000). In addition, justified here but included in the Smithsonian Astrophysical Observatory's (SAO) line item is an increase for leased space and relocation costs (\$642,000) as SAO's current landlord will not renew the lease.
 - ▶ \$3,730,000 to provide for leased space to relocate Smithsonian offices housed in the Arts and Industries Building (AIB), which was closed to the public in January 2004. The Smithsonian has developed relocation plans for AIB staff using existing owned and leased space to the extent possible. However, existing space will not accommodate all staff and additional leased space is required. It is planned that none of the offices housed in AIB will return following the completion of the renovation project. Therefore, long-term lease costs for the additional space are essential.

The request includes an increase to provide the balance required for one-fourth (\$264,000) of the annual cost of L'Enfant Plaza leased space that was vacated by the National Museum of the American Indian (NMAI) in late 2004 and is currently used by the Institution to

house a portion of relocated AIB staff. Three-fourths of the annual lease costs were received in the Smithsonian's FY 2005 appropriation.

Also included is an increase (\$460,000) for leased space at 901 D Street in Washington DC to house relocated AIB staff. The Smithsonian is retaining the space that was previously leased by Smithsonian Business Ventures and NMAI and vacated in September 2004. In October 2004, the Smithsonian began relocating AIB staff to the lease space. Lease costs for FY 2005 are funded from capital funds out of the AIB relocation project. For FY 2006, the Institution requests \$460,000 in the Salaries and Expenses account to provide for lease costs.

To provide leased space for the balance of relocated AIB staff, the request includes an increase (\$3,006,000) for long-term leases that will be identified to meet the Institution's needs.

- ▶ \$268,000 to provide for increased leased office space at the Smithsonian's Victor Building for the Offices of Facilities Engineering and Operations (OFEO) and Chief Information Officer (OCIO). OFEO and OCIO require additional space to accommodate facilities and information technology staff.

- ▶ \$642,000 to provide for increased space rental and one-time move and fit-out costs for SAO facilities in Cambridge, Massachusetts. SAO leases space in several buildings in Cambridge, including 1815 Massachusetts Avenue (Porter Exchange), which is owned by Lesley University and for which the current lease period expires at the end of December 2005. Lesley University's decision to not renew the lease will force SAO to move laboratories and offices at Porter Exchange to a new location in Cambridge (Discovery Park). At the same time, SAO will consolidate some of its space requirements by moving staff presently located in two other leased space locations to the Discovery Park location. Because the SAO facilities that must relocate include specialized research and engineering laboratories, video production facilities, and administrative offices, additional funding is required to pay for the one-time costs to prepare the new space and disassemble and reassemble these facilities, as well as support additional space rental costs at the new location for part of FY 2006. For FY 2007 and following years, the funding provided for FY 2006 one-time costs will be used to partially offset the annualized rental costs of the Cambridge Discovery Park location.

SUMMARY OF PROGRAM CHANGES – The Institution requires funding for the following programs in FY 2006. Details are provided in the line-item narratives for each respective program.

- **NAPA-Driven and Information Technology (IT) Needs (+ 18 FTEs and + \$5,503,000)** – to support improvements to the Smithsonian’s facilities revitalization needs as recommended by the National Academy of Public Administration (NAPA), this request includes resources to continue to repair and maintain some of our oldest and most frequently visited museum facilities and to address the Institution’s critical maintenance needs (13 FTEs and \$5,500,000). Funds are also requested to extend the service hours to provide round-the-clock IT support (\$500,000) and to improve the personnel hiring process by purchasing an on-line recruiting software package (1 FTE and \$440,000). These increases are offset by IT reductions in telephone modernization (-\$949,000) and the Information Research Management Pool (-\$440,000). Also included are funds to improve the accounting and contract support provided to the Institution (4 FTEs and \$403,000) and to support the cost increase in the federal portion of the central audits program (\$49,000).
- **Patent Office Building (+ 14 FTEs and + \$9,000,000)** – to provide resources that will allow the National Portrait Gallery and Smithsonian American Art Museum to prepare for the planned 2006 reopening of the renovated Patent Office Building (POB). Funds are included for one-time costs to design and install exhibitions, to remove objects from storage and reinstall them in the reopened museums, and to prepare and outfit public space (\$7,638,000). Also included is the initial central support needed in the areas of security (9 FTEs and \$996,000) and maintenance (5 FTEs and \$366,000) to reopen the POB.
- **National Museum of African American History and Culture (+ 8 FTEs and + \$1,100,000)** – to continue developing and refining plans for exhibitions, public programs, education programs, research, collections acquisition, technology and capital fund raising; developing facility-related plans and overseeing building design and construction; and for providing administrative, financial, and contractual management.
- **National Zoological Park (+ 9 FTEs and + \$2,274,000)** – to respond to reports from the National Academy of Science and the American Zoo and Aquarium Association, funds are needed for increased efforts related to animal welfare and staff safety; a central commissary to improve and manage animal nutrition; support of daily operations, including pest management control; and support of the Zoological Information

Management System for scientific, conservation-oriented collections management.

- **Other Program Changes (-192 FTEs and -\$500,000)** – to provide resources for a new initiative to bring collections care back to accreditation standards (+ \$1,000,000) and to reduce the base funding for the Outreach program (-\$1,000,000) and the soils research initiative (-\$500,000). The request also reduces facilities' Full-Time-Equivalent (FTE) manpower (-192 FTEs) because these workyears are no longer affordable as a result of unfunded pay raises, inflation, and other requirements.
- **Non-recurring Costs (-\$732,000)** – FY 2006 non-recurring costs include:
 - **National Museum of the American Indian (-\$1,732,000)** – to reduce one-time funding for the purchase of storage area network equipment (-\$412,000); uniforms, signage, and opening ceremony ephemera (-\$70,000); additional contracts for crowd-management assistants during the opening months (-\$35,000); set-up costs for same-day timed passes (-\$25,000); Webcasting server for distance learning and electronic outreach initiatives (-\$60,000); and relocation of collections (-\$1,130,000).
 - **Restoration of Repatriation Funding (+ \$1,000,000)** – to restore a one-time reduction made in FY 2005 to the National Museum of Natural History's (NMNH) repatriation program. This is an extremely important program established in 1991 to implement the requirements of the National Museum of the American Indian Act of 1989. The Act established the right of Native American and Native Hawaiian peoples to determine the disposition of culturally affiliated human remains and funerary or sacred objects in the Smithsonian's collections. Since inception, NMNH has addressed this mandate by repatriating approximately 3,700 skeletal remains and 88,000 associated objects to 48 Native communities. For the past several years, due to hiring and contracting delays, NMNH did not fully use its annual no-year appropriation in a timely manner, which made possible a one-time decrease of \$1,000,000 in FY 2005. The one-time reduction had a minimal impact on the underlying program. The Institution now requests restoration of these funds.

NO-YEAR AND TWO-YEAR FUNDING – The following table provides the FY 2006 Salaries and Expenses request for no-year and two-year funding.

No-Year and Two-Year Funding Request to Congress
(Dollars in Thousands)

Salaries & Expenses	FY 2005 Appropriation	FY 2006 Request
No-Year Funds		
National Museum of African American History and Culture	3,944	5,098
National Museum of Natural History:		
Exhibition Reinstallation	1,028	1,028
Repatriation Program	579	1,603
Major Scientific Instrumentation	3,944	3,944
Collections Acquisition	473	473
Total, No-Year	9,968	12,146
Two-Year Funds		
Outreach: Office of Fellowships	1,597	1,448
Reopening of Patent Office Building:		
National Portrait Gallery	--	3,344
Smithsonian American Art Museum	--	4,294
Total, Two-Year	1,597	9,086

412
70
35
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60.2

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVES

In accordance with the President's Management Agenda (PMA) initiative on budget and performance integration, the Smithsonian has developed its FY 2006 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by Institutional strategic goal and by performance objective under each goal, and specific annual performance goals are provided for each objective for which funding is requested.

To better meet the standards of success in the budget and performance integration initiative of the PMA, including limiting the number of outcome-oriented goals and objectives in the Institution's strategic plan, and to more clearly demonstrate the relationship between dollars budgeted and results achieved, the Smithsonian is restructuring its strategic and performance plans. This will allow the Institution's program performance goals and objectives to align with the program categories used in the federal budget and the Institution's financial accounting system.

The following table provides a summary of the Institution's FY 2005 and FY 2006 estimates, and the proposed changes, by strategic goal and performance objective.

Federal Resource Summary by Performance Objective (\$ in Thousands)

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Impact:						
1.1 Offer compelling first-class exhibitions and other public programs	508	44,563	515	52,179	7	7,616
1.2 Expand a national outreach effort	250	24,177	247	24,448	-3	271
1.3 Strengthen the high caliber of Smithsonian research in support of public programs	127	10,214	124	10,540	-3	326
1.4 Develop and bring first-class educational resources to the nation	253	20,089	247	19,340	-6	-749
1.5 Improve the stewardship of the national collections	512	42,792	521	46,156	9	3,364
1.6 Deliver the highest quality visitor services	33	3,168	38	3,391	5	223
Strengthened Scientific Research:						
2.1 Provide focus for the Institution's science resources	4	407	4	417	0	10
2.2 Strengthen capacity in science research	27	3,293	27	3,066	0	-227
2.3 Conduct focused scientific research programs that are recognized both nationally and internationally	436	53,503	437	54,608	1	1,105
2.4 Develop the intellectual component of the collections by performing collections-based studies	44	5,176	42	4,764	-2	-412
Enhanced Management Excellence:						
3.1 Strengthen an institutional culture that is customer-centered and results-oriented	308	25,490	311	27,370	3	1,880
3.2 Modernize the Institution's financial management systems and functions	49	4,985	55	5,697	6	712
3.3 Modernize the Institution's information technology (IT) systems and infrastructure	161	45,375	162	46,047	1	672
3.4 Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	91	11,929	91	12,885	0	956
3.5 Recruit, hire, and maintain a diverse workforce and promote equal opportunity	25	2,290	25	2,350	0	60
3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	24	1,794	24	1,835	0	41
3.7 Complete major construction projects now underway	26	2,666	28	2,996	2	330
3.8 Execute an aggressive, long-range Smithsonian facilities program	973	122,569	968	139,384	-5	16,815
3.9 Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	1,263	63,661	1,103	65,467	-160	1,806
Greater Financial Strength:						
4.1 Secure the financial resources needed to carry out the Institution's mission	10	894	12	1,195	2	301
TOTAL	5,124	489,035	4,981	524,135	-143	35,100

ANACOSTIA MUSEUM AND CENTER FOR AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	15	1,821	2	260	0	101	0	26
FY 2005 ESTIMATE	22	1,864	2	345	0	180	0	26
FY 2006 ESTIMATE	22	1,897	2	363	0	180	0	26

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	3	258	3	316	0	58
Expand national outreach efforts	1	83	3	344	2	261
Strengthen high caliber of Smithsonian scholarship in support of public programs	1	110	0	0	-1	-110
Develop and bring first-class educational resources to the nation	7	548	7	450	0	-98
Improve the stewardship of national collections	4	307	4	286	0	-21
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	2	294	1	213	-1	-81
Modernize the Institution's financial management system and functions	2	137	2	137	0	0
Recruit, hire, and maintain a diverse workforce and promote equal opportunity	1	47	1	53	0	6
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	80	1	98	0	18
Total	22	1,864	22	1,897	0	33

BACKGROUND AND CONTEXT

The Anacostia Museum and Center for African American History and Culture is dedicated to the documentation and preservation of African American life and culture through community and family history.

The community-based methodology, distinctive in its approach to the field of museology and unique among Smithsonian Institution Museums, is premised on direct collaboration with community and membership organizations, individuals, and families to mobilize, organize, and equip communities to research, document, interpret, and preserve cultural heritage. Heritage preservation education provides the groundwork for informed, active citizen participation.

For FY 2006, the estimates include an increase of \$33,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The Anacostia Museum will accomplish the goal of increased public engagement through public programs and exhibitions that draw from and include the participation of African American communities and community institutions. The Museum will work with community partners to identify cultural materials at risk; to identify regional preservation agencies and repositories to collect and preserve material; and to interpret materials through regionally based educational activities, publications, and exhibitions.

In FY 2006, the Museum will implement these goals by expanding its regional consortia of African American churches, local NAACP membership organizations, and regional and small museums, and by presenting a series of regional heritage preservation seminars designed to promote community action in cultural heritage preservation.

Modeled on the Museum's work with the community of North Brentwood, Maryland, and with A.T. Johnson High School in Montross, Virginia, the Museum will develop a collaborative documentation effort on African American social, economic, religious, and cultural life. This initiative, entitled "Homecoming," will draw together community memory and individual and family-held collections in community-led programs and exhibitions installed at local and regional venues.

The Museum will continue its documentation initiative *I, Too, Sing America: African American Narrative in American History*, which will provide Web-based access to letters, legal documents, photographs, video and film footage, diaries, and other documents handed down through families, as well as materials culled from the Museum's collection and from other historical

repositories. This initiative will also support the development of an exhibition that spotlights the perspective of individual African Americans as they witnessed two hundred years of events in American history.

The Museum will support a network of community activists and join them in regional heritage preservation efforts providing training, resources development, and direct support in public information efforts. Through the development of the African American Family History Kit, the Museum will put the capacity for historical documentation into individual family hands. The kit will also incorporate the tools for recording family traditions, stories, and important family events. Used in conjunction with the Anacostia Museum's Web-based Museum Academy (found at anacostia.si.edu), families will have the opportunity to receive more extensive information and to participate in Web-based exchanges with historians and preservation experts.

In FY 2006, the Museum will present a major new exhibition, *Come Sund'ys: Dress and Adornment among Enslaved Africans*. This exhibition will examine urban 18th and 19th century community life through the prism of dress and adornment. Based on comprehensive research in slave narratives, runaway slave ads, and surveys of repositories nationally, this exhibition will add significantly to the understanding of the culture and beliefs of enslaved persons. A traveling exhibition, *Jubilee: African American Family and Community Celebrations*, will document the historical importance of celebrations in bringing families and communities together. The exhibition will circulate to national venues and incorporate regionally specific celebrations at each venue.

Recognizing the Museum's unique responsibility to youth development within the southeast Washington, DC community and beyond, the Museum Academy and Youth Development Program provides unique out-of-school-time programming for children and youth involving local community institutions, the Museum and its collections, and the larger Smithsonian. The Museum Academy provides after-school and summer programs for children ages 7–12 in a structured program of experiential learning that is grounded in African American community history. The Museum is modeling this program for implementation in other urban centers with small and mid-size cultural institutions through development of a kit, a training program, and a website that will assist other institutions to begin the program in localities nationwide. The outreach to youth ages 13–19 seeks to broaden the experiences and horizons of young people in a program that combines African American material culture studies with docent and practicum opportunities.

The Teacher Training Institute, exploring current topics in African American history through Museum collections, will be available through distance learning

opportunities. These workshops will be specifically designed to incorporate local cultural and historical assets to enhance traditional in-school curricular activities.

The Museum will enhance the Institution's goal of management excellence and increased customer service and responsiveness through a Web-based direct feedback site specifically designed for our partner institutions, and by providing online reference and consultation for solutions to problems and issues.

The Museum will maintain and increase relationships with state and local governments through the regional partnership process, and will strengthen regional partner ability in local heritage preservation efforts. The Museum will increase its press efforts directed toward regional African American publications.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first-class exhibitions and other public programs (3 FTEs and \$316,000)

- Install and present the exhibitions *Come Sund'ys: Dress and Adornment Among Enslaved Africans in 19th Century American Urban Environments* and *Jubilee: African American Family and Community Celebrations* to provide a deeper understanding of the community life of 18th and 19th century African Americans and to explore the historic impact of celebrations in drawing communities together
- Develop exhibition based on documentation initiative *I, Too Sing America: African American Narrative in American History*

Expand national outreach efforts (3 FTEs and \$344,000)

- Expand regional consortium to two regions
- Conduct heritage preservation training program in each region
- Develop and distribute family history kits
- Bring together network of community activists for training and resources development program

Develop and bring first-class educational resources to the nation (7 FTEs and \$450,000)

- Conduct in-service training institute for teachers in regional network
- Conduct the Museum Academy in a 12-month program reaching 150 children and youth in the Washington, DC area
- Conduct training program for implementation of the Museum Academy in two regions
- Develop Web interfaces for the Museum Academy, heritage preservation, and family history kits

Improve the stewardship of national collections (4 FTEs and \$286,000)

- Develop finding aid for photographic collections and archives collection
- Add two collections documenting community and family history

Enhanced Management Excellence

Strengthen institutional culture that is customer-centered and results-oriented (1 FTE and \$213,000)

- Expand Web access and resources
- Conduct visitor survey of Web content and access issues
- Develop and conduct opportunities for interactive Web-based exchanges
- Monitor and improve the quality and impact of all activities through program assessment, participants' surveys, and collaborative partner assessments

Modernize the Institution's financial management systems and functions (2 FTEs and \$137,000)

- Conduct biannual internal audit to ensure that the financial system and recordkeeping are sound

Recruit, hire and maintain a diverse workforce and promote equal opportunity (1 FTE and \$53,000)

- Continue wide and active recruitment for candidates for Museum vacancies through information in trade publications, at conferences and meetings, and through professional networks
- Increase staff time and resources to conduct mentoring relationships, thereby increasing means of access to professional opportunities for the next generation of museum professionals

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$98,000)

- Ensure timely press placement of key exhibitions, programs, and important collections acquisitions
- Work with regional press outlets to provide information and outreach concerning Museum activities with regional collaborators
- Maintain and increase relationships with state and local governments through the regional partnership process, and strengthen regional partners' capacity to preserve and interpret local heritage and to celebrate and commemorate heritage preservation advances

NONAPPROPRIATED RESOURCES—Nonappropriated resources will support the implementation of programmatic activities including the Museum Academy and exhibition preparation for *Come Sund'ys: Dress and Adornment Among Enslaved Africans* and *I, Too, Sing America: African American Narrative in American History*. A citizens group, *The Leadership Circle*, will continue to work in developing resources to support collections documentation and care.

CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	15	1,980	14	1,656	25	5,672	0	187
FY 2005 ESTIMATE	18	1,910	10	972	9	2,135	0	0
FY 2006 ESTIMATE	18	1,945	10	972	8	1,532	0	0

STRATEGIC GOALS: INCREASED PUBLIC IMPACT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Impact:						
Offer compelling, first-class exhibitions and other public programs	10	1,044	10	1,083	0	39
Develop and bring first-class educational resources to the nation	5	639	5	633	0	-6
Improve the stewardship of the national collections	2	163	2	164	0	1
Enhanced Management Excellence:						
Modernize the Institution's information technology (IT) systems and infrastructure	1	64	1	65	0	1
Total	18	1,910	18	1,945	0	35

BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage produces research-based public programs that promote the understanding and continuity of traditional grassroots national, regional, ethnic, tribal, and occupational heritage in the United States and abroad. The Center maintains the Ralph Rinzler Folklife Archives and Collections, a repository of documentary sound recordings, photographic images, and reports deemed a national treasure through the Save America's Treasures program. The Center produces the annual Smithsonian Folklife Festival on the National Mall every summer, long recognized as the premier event of its kind, as well as other national

celebratory events—such as the National World War II Reunion for the dedication of the World War II Memorial. The Center produces Smithsonian Folkways Recordings, which among more than 2,300 published titles includes several Grammy award-winners. The Center also produces educational materials—websites, kits for schools, documentary films, publications, traveling exhibitions, conferences, and training programs examining cultural traditions and the means of conserving them for the good of communities and the broader society. The Center cooperates with federal, state, and international agencies to advance the nation’s interest in cultural matters.

For FY 2006, the estimate includes an increase of \$35,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Smithsonian’s goal of Increased Public Impact, the Center will continue its annual production of the Smithsonian Folklife Festival on the National Mall. This museum of living cultural heritage is very popular with the public and the media. In 2004, programs on Mid-Atlantic Maritime Communities, Haiti, and Latino Music drew more than 820,000 visitors. The 2005 Festival will feature programs on Forestry in the U.S., Latino Music, Food Culture in the U.S., and Oman. In 2006, proposed programs include Latino Music, Native American Basketry, and others.

In order to bring Smithsonian educational resources to the nation, the Center will publish its recordings and disseminate them across the country through Smithsonian Folkways Recordings. We will continue to tour the Center’s traveling exhibits, and hope to complete a film based on the Masters of the Building Arts Festival program available to the public by FY 2006. The Center will also continue to shift resources toward the Web-based distribution of materials and lesson plans to increase efficiency and broaden audiences. As part of this shift, the Center will launch Smithsonian Global Sound, a project to enable the public to access and download (for a fee) Folkways recordings and those of affiliated archives.

To apply research to its collections and their interpretation and dissemination, the Center will continue in 2006 to add to its documentary sound, photographic, and ethnographic collections, as well as generate new materials through the organization of research projects necessary to produce the Festival and Smithsonian Folkways Recordings. This material will be added to the Center’s archives and, where necessary, digitized. Ongoing digitization and organization of the archival collection will continue throughout FY 2006.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Public Impact

Offer compelling, first-class exhibitions and other public programs (10 FTEs and \$1,083,000)

- Achieve visitation of one million visits to the Smithsonian Folklife Festival
- Feature more than 300 musicians and artists from cultural communities important to Americans
- Generate 400 media stories about the Festival
- Generate 90 percent approval ratings by the public for the Festival
- Generate 90 percent approval ratings by participants in the Festival

Develop and bring first-class educational resources to the nation (5 FTEs and \$633,000)

- Generate more than 12 million hits on Center Web pages
- Develop two Web-based educational components from Festival program research and documentation
- Produce at least 18 documentary recordings through Smithsonian Folkways Recordings distributed nationwide
- Travel with at least two exhibitions generated from the Festival and/or other projects throughout the United States

Improve the stewardship of the national collections (2 FTEs and \$164,000)

- Generate 400 audio recordings, 200 videotapes, 5,000 images, and at least 100 narrative reports documenting contemporary community-based cultural traditions for preparation of the Festival, Smithsonian Folkways Recordings, and other Center projects
- Conserve and preserve 2,000 archival recordings

Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$65,000)

- Coordinate with the central Smithsonian IT system and continue to modernize the current tracking system used for Festival planning

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel and fundraising assistance. Donor/sponsor designated funds provide support for costs related to specific projects such as the Smithsonian Folklife Festival, Save Our Sounds, Global Sound, and several educational training programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries and direct and indirect costs.

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	0	0	0	0	0	0	0	0
FY 2005 ESTIMATE	27	3,944	1	150	0	0	0	0
FY 2006 ESTIMATE	35	5,098	1	281	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE; GREATER FINANCIAL STRENGTH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	12	1,961	14	2,251	2	290
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	8	638	10	926	2	288
Complete major construction projects now under way	4	1,068	6	1,356	2	288
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	3	277	5	565	2	288
Total	27	3,944	35	5,098	8	1,154

BACKGROUND AND CONTEXT

Public Law 108-184, signed by the President on December 16, 2003, established within the Smithsonian Institution the National Museum of African American History and Culture (NMAAHC). The mission of the NMAAHC is to give voice to the richness and the challenges of the African American experience, make it possible for all people to understand the depth, complexity, and promise of the American experience, and serve as a national

forum for collaboration on African American history and culture for educational and cultural institutions.

Establishment of the NMAAHC provides the Smithsonian Institution with a significant new vehicle for the collection, preservation, study, and exhibition of African American historical and cultural material reflecting the depth and breadth of African American life, art, history and culture. As indicated in P.L.108-184, this effort will encompass the period of slavery, the era of reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora.

For FY 2006, the estimate includes a modest program increase of \$1,100,000 and 8 FTEs to continue developing and refining plans for exhibitions, public programs, education programs, research, collections acquisition, technology, and capital fund raising; developing facility-related plans and overseeing building design and construction; and strengthening the capacity for administrative, financial, and contractual management. As authorized in P.L.108-184, these resources are requested to remain available until expended. The estimate also includes an increase of \$54,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, activities in the second year will advance strategies established in the first year of initial planning, including developing initial exhibit design concepts; developing concepts and proposals for Museum public and education programs; identifying, documenting, and acquiring collections; and developing specific outreach to individuals of all races, foundations, corporations, and other constituencies. Also, the staff will establish collaborative efforts with other museums, historically black colleges and universities, historical societies, educational institutions, African American religious organizations, and other organizations and individuals that promote the study or appreciation of African American life, art, history, and culture.

To achieve the goal of Enhanced Management Excellence, staff will focus on developing operating plans, including annual operating budgets; purchasing needed equipment and supplies; preparing contracts to hire outside consultants to assist in facility/capital and museum program development; preparing personnel actions and vacancy announcements to hire new Museum staff; and developing and refining new facility plans, designs, and construction estimates.

The goal of Greater Financial Strength will be addressed by identifying and cultivating prospects and major gift sources, seeking corporate and foundation sponsorship, developing a direct mail campaign, and building consensus concerning the need for and importance of the Museum through a variety of special events and promotional activities.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (14 FTEs and \$2,251,000)

- Develop preliminary exhibit concepts
- Develop preliminary concepts/designs for public and education programs
- Identify potential collections and initiate collections acquisition
- Develop collections management strategy
- Conduct outreach in national and local media
- Build awareness of the Museum and capital campaign with article placements, editorials, interviews, and advertising
- Establish affiliations/collaborative agreements with museums, educational institutions, and foundations

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (10 FTEs and \$926,000)

- Recruit and hire staff to perform core administrative functions
- Prepare purchase orders, personnel actions, and fiscal and contractual documents in a timely and accurate manner
- Identify, document, and research legal requirements related to new Museum
- Enhance website
- Develop registration databases

Complete major construction projects now under way (6 FTEs and \$1,356,000)

- Complete site evaluation study
- Begin competition to select Architectural/Engineering (A/E) firm to develop building and design concepts

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (5 FTEs and \$565,000)

- Enlist leadership and advance gifts from corporations, foundations, and influential citizens
- Develop a direct mail campaign

- Develop distinct marketing campaigns for children, college students, and churches
- Seek corporate sponsorships for various special events
- Expand prospect research

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net increase of \$1,154,000 and 8 FTEs. Included is an increase of \$54,000 for necessary pay for existing staff that is justified in the Mandatory Costs section of this budget. In addition, the Institution is seeking a modest programmatic increase of \$1,100,000 and 8 FTEs. It is anticipated that the programmatic increase will be directed as follows:

- (+ \$550,000, +4 FTEs) This increase will support enhanced planning activities for the new museum in the areas of exhibitions, public programs, collections, education, outreach, and technology. Activities will include the development of preliminary exhibit concepts; initiation of collection acquisition; refinement and advancement of the strategic public relations plan in concert with the national fundraising campaign; expansion of outreach activities; initial planning, design and development of technological capacity including redesign of existing website and development of program databases; and initial planning for education programming. Administrative staff will perform all necessary purchasing tasks to acquire supplies, equipment, and contractual services; perform accounting functions; and prepare contracts.
- (+ \$275,000, +2 FTEs) This increase will support the development and implementation of a comprehensive public relations strategy that will work in concert with the national fundraising campaign to build support for the Museum among key constituencies in order to secure required matching funds from nonfederal sources, as specified by the legislation authorizing the establishment of the NMAAHC. This effort will encompass the design and production of an identity package and press kit; targeting communications with various audiences through electronic and print media; cultivation of donors through enhanced prospect research; developing a direct mail membership program; and hosting a variety of special events and promotional activities. Professional fundraising, public relations, publications, community service, and writer/editor personnel are required to raise public awareness for the Museum and gain significant financial backing necessary to complete development of the Museum.
- (+ \$275,000, +2 FTEs) This increase will support all activities necessary to manage early facility development planning for the new museum, including the completion of a comprehensive site evaluation study, and administration of architectural and engineering contracts.

If the FY 2006 request is not allowed, the Smithsonian will be unable to continue planning and development for the NMAAHC. The Smithsonian Institution does not have sufficient resources in its base to undertake the establishment of a new museum. A significant amount of new funding is critical in order to continue planning, fundraising, and developing an infrastructure. Future increases will be necessary to complete development of the NMAAHC.

NONAPPROPRIATED RESOURCES — Nonappropriated resources will support funding for salaries and benefits for a director and associated support costs.

**NATIONAL MUSEUM OF AMERICAN HISTORY,
BEHRING CENTER**

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	192	20,255	5	1,716	70	19,727	36	3,990
FY 2005 ESTIMATE	241	19,962	6	2,136	55	21,925	21	3,432
FY 2006 ESTIMATE	241	20,441	4	1,550	46	8,444	23	2,848

NOTE: OPERATING RESOURCES INCLUDE THE NATIONAL POSTAL MUSEUM

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

**STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED
MANAGEMENT EXCELLENCE**

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	64	5,453	64	5,585	0	132
Strengthen the high caliber of Smithsonian research in support of public programs	59	4,270	59	4,375	0	105
Develop and bring first-class educational resources to the nation	44	4,086	44	4,188	0	102
Improve the stewardship of the national collections	28	2,075	28	2,122	0	47
Deliver the highest quality visitor services	12	992	12	1,015	0	23
Enhanced Management Excellence:						
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	17	1,509	17	1,546	0	37
Recruit, hire, and maintain a diverse workforce and promote equal opportunity	11	925	11	946	0	21
Total	235	19,310	235	19,777	0	467

BACKGROUND AND CONTEXT

The National Museum of American History, Behring Center (NMAH) works to inspire a broader understanding of our nation and its people through exhibitions, public programs, research, and collections activity.

The FY 2006 budget estimate includes an increase of \$467,000 for necessary pay for existing staff of the NMAH.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, NMAH will present a wide range of compelling programs, with special focus on the reinstallation of the Star-Spangled Banner. In FY 2006, the Museum expects to complete planning and production for targeted educational offerings to complement the FY 2007 reinstallation of the Star-Spangled Banner in Flag Hall. A series of programs will be conducted in 2007 throughout "A Star-Spangled Summer," with a Flag Day Festival on the National Mall, new teacher resource materials, and a distance learning program on the story of the poem that became our National Anthem.

In FY 2006, the Museum will provide educational opportunities through a new introductory exhibit, *America's Stories*, which will include interactive exhibits to engage visitors with the people, places, and objects of the past. Distance learning programs and exhibit-based teacher resources will be made available to educators and students across the country. A wide range of public programs for adults, families, and teens will be presented to complement the exhibition.

Planning will continue for a Hands-On-History Room and an Education Center, featuring modern classroom and workshop space, a storytelling theater, and an exhibition gallery of interest to younger audiences. Audience development efforts will continue through visitor studies and consultation with advisory groups.

The Museum will continue to present programs to attract new and underserved audiences. These include performances during Hispanic Heritage Month and Asian Pacific American Month, programs in African-American culture, and musical concerts by the Smithsonian Jazz Masterworks Orchestra and the Smithsonian Chamber Music Society.

In FY 2006, the Museum will commence Phase II of the Public Space Renewal Program (PSRP), a multiyear renovation that will modernize museum infrastructure, improve circulation, and upgrade visitor amenities. Phase II

involves modernization of the Museum's central core through the building of a new enclosure for the Star-Spangled Gallery, a new skylight in Flag Hall, a grand staircase between the first and second floors, new elevator cores, as well as replacement of HVAC systems on the central core exhibition floors. Completion of PSRP Phase II is scheduled for FY 2007.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (64 FTEs and \$5,585,000)

- Begin demolition of Flag Hall in preparation for the reinstallation of the Star Spangled Banner
- Complete research and design for the permanent introductory American history exhibition *America's Stories*

Strengthen the high caliber of Smithsonian research in support of public programs (59 FTEs and \$4,375,000)

- Continue research to enhance NMAH distance learning programs and exhibit-based teacher resources
- Complete research and implementation for *America's Stories*
- Establish new and innovative websites for all major exhibitions opening in FY 2006, as well as for two museum collections

Develop and bring first-class educational resources to the nation (44 FTEs and \$4,188,000)

- Complete preliminary work on all educational programming and products related to the exhibit *America's Stories*
- Complete work on all educational programming and products related to the *Price of Freedom* exhibition
- Execute plans for Latino programs during Hispanic Heritage Month
- Hold continuing programs on African American history
- Conduct film programs sponsored by NMAH Asian Pacific American Initiatives Committee

Improve the stewardship of the national collections (28 FTEs and \$2,122,000)

- Collections preservation and access: Ensure that NMAH collections are appropriately cared for, and are physically accessible to staff and to the broadest possible external audience
- Collections registration and documentation: Ensure that NMAH collections are legally and contextually documented, and that the related information is accessible to staff and to the broadest possible external audience

Deliver the highest quality visitor services (12 FTEs and \$1,015,000)

- Continue implementation of funded portion of the Public Spaces Renovation Program

- Resolve facility-related issues that inhibit efficient application of resources to Museum priorities through the continuation of facility improvement projects under the NMAH Master Plan program

Enhanced Management Excellence

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (17 FTEs and \$1,546,000)

- Review and analyze results of the restructuring of collections and research staff, and implement changes as needed
- Review and analyze results of the restructuring of outreach programs, and implement changes as needed

Recruit, hire, and retain a diverse workforce and promote equal opportunity (11 FTEs and \$946,000)

- Complete two recruiting trips to minority colleges and universities
- Advertise 80 percent of staff positions above the grade of GS-13 in media that will normally guarantee a widely diverse population of candidates
- Continue diversity training programs and ensure that 100 percent of staff members attend

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits for a small percentage of NMAH personnel, as well as general operational costs. Donor/sponsor designated funds support research, planning, design, fabrication, installation, maintenance work, and educational programming related to both current and anticipated Museum exhibits, including *Price of Freedom* and *Star-Spangled Banner*. Donor/sponsor designated funds are the Museum's primary means for developing and installing new exhibits.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	163	1	165	0	2
Expand a national outreach effort	1	62	1	63	0	1
Improve the stewardship of the national collections	4	398	4	407	0	9
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	0	29	0	29	0	0
Total	6	652	6	664	0	12

BACKGROUND AND CONTEXT

The National Postal Museum (NPM) is dedicated to the preservation, study, and presentation of postal history and philately. NPM uses research, exhibits, education, and public programs to make this rich history available to a wide and diverse audience.

For FY 2006, the estimate includes an increase of \$12,000 for necessary pay for existing staff of the NPM.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NPM is directing its resources to initiatives that will increase visitation to both the museum and its website. In FY 2006, NPM Library will exhibit the Benjamin K. Miller Philatelic Collection, the most extensive collection of U.S. postage stamps issued prior to 1925. The exhibit is slated to coincide with *Washington 2006*, an international philatelic exhibition held once every 10 years. Thousands of philatelists will be in town specifically for this event.

Beginning in FY 2006, eight new exhibit galleries will explore the history of America's postal service from the Colonial period to the present. The galleries are currently in the planning stages and will replace aging exhibits on a continuing basis, from the first installation in 2006 through the anticipated project completion date of 2010.

Also in FY 2006, NPM will continue to enhance eMuseum, the Web application of its collection information system. This will offer expanding numbers of objects from the philatelic and postal history collections as well as in-house photographic and stamp design archives.

NPM will develop a new collecting plan to improve the stewardship of the national philatelic and postal history collection. The plan will identify strengths and weaknesses in the current collection, target specific areas for improvement, and establish annual performance metrics for achieving specific collecting goals. The Museum will devote additional attention to reducing the backlog of uncatalogued collections. These improvements in the accountability of the national collection will serve Museum staff, scholars, philatelists, and collectors.

The goal of Enhanced Management Excellence requires the modernization of NPM's information technology systems and infrastructure. The Museum will continue to replace network hardware and related computer systems that support its administrative and programmatic needs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$165,000)

- Complete the design of the newly renovated Duck Stamp Gallery, opening in 2007
- Open a major philatelic exhibition featuring the "Miller Collection" to attract collectors and philatelists
- Design and install one of eight planned temporary history exhibitions to attract new audiences
- Complete demolition and fabrication for the permanent Postal Automation Video Gallery and Orientation Center

Expand a national outreach effort (1 FTE and \$63,000)

- Continue to build and improve affiliations with the philatelic community to promote the Museum and enhance recognition
- Create virtual exhibits on the website for all new exhibitions
- Enhance 1,000 new records for eMuseum, an online collection information system, to increase visitation to the website by 10 percent and expand NPM outreach to new audiences

Improve the stewardship of the national collections (4 FTEs and \$407,000)

- Increase the number of U.S. stamps on display by 100 each year
- Create 2,000 new collection records for The Museum System (TMS) to document recent acquisitions and to increase the accessibility of the collection for onsite use and research
- Create 2,000 high-resolution digital images for TMS to increase the accessibility of the collection for onsite use and research
- Reduce the cataloguing backlog by 1,000 objects to improve accountability of the national collection
- Maintain a state-of-the-art automated collection management system

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (\$29,000)

- Replace and maintain network hardware and related computer systems that support general office functions

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits costs for a small percentage of Museum staff, as well as general operational expenses. Donor/sponsor designated funds support new exhibits and educational programs. A fundraising initiative is currently under way for eight new exhibition galleries that will explore the history of the U.S. Postal Service. The Museum's largest source of funding, however, is and will likely remain the USPS. USPS grant funds comprise nearly 75 percent of Museum core functions and operational costs. These include salaries and benefits, utilities, facility maintenance, exhibitions, research, education, and conservation programs.

NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	292	47,178	2	3,572	14	7,121	0	22
FY 2005 ESTIMATE	358	31,739	2	1,761	19	10,203	0	32
FY 2006 ESTIMATE	358	30,540	2	1,761	19	10,203	0	32

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	50	4,749	50	4,458	0	-291
Expand a national outreach effort	54	5,019	54	5,052	0	33
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	1,043	8	1,042	0	-1
Develop and bring first-class educational resources to the nation	71	5,805	71	5,927	0	122
Improve the stewardship of the national collections	87	7,165	87	6,148	0	-1017
Deliver the highest quality visitor services	6	852	6	721	0	-131
Strengthened Scientific Research:						
Develop the intellectual component of the collections by performing collections-based studies	0	54	0	0	0	-54
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	38	3,503	38	3,680	0	177
Modernize the Institution's information technology (IT) systems and infrastructure	20	1,753	20	1,692	0	-61
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	6	367	6	367	0	0
Execute an aggressive, long-range Smithsonian facilities program	18	1,429	18	1,453	0	24
Total	358	31,739	358	30,540	0	-1,199

BACKGROUND AND CONTEXT

The mission of the National Museum of the American Indian (NMAI) is to protect, support, and enhance the development, maintenance, and perpetuation of Native American cultures and communities through innovative public programming, research, and collections.

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support six community-curated gallery rotations each year in the three core exhibits and to present contemporary works of art to the public in a fourth gallery in the new Mall Museum. These exhibits, along with significant educational and public programming, will attract an anticipated 4-5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will not only ensure a meaningful visitor experience but will aid in the control of crowd flow. Web content based on these programs will reach distant "virtual visitors" to the Museum who may not actually be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

For FY 2006, the estimate includes programmatic decreases of \$1,732,000 to reduce one-time funding for: storage area network equipment (-\$412,000); Web-casting server (-\$60,000); move of collections (-\$1,130,000); and uniforms for crowd-management assistants, signage for queue management, and other opening ceremony expenses (-\$130,000). It also includes \$533,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAI is directing its resources to: 1) activities that will result in increased visitation to the Mall Museum, the Cultural Resource Center in Suitland, Maryland, and the George Gustav Heye Center (GGHC) in New York; 2) public programming that will encompass the indigenous peoples of the hemisphere (as mandated in the NMAI legislation) and will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through technology, internships, seminars, and symposia.

Outreach efforts will continue to bring the Museum and its resources to audiences through media such as the radio and the Web, and innovative

outreach and training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. The Film and Video Center will present the variety and excellence of Native productions at both the Mall Museum and the GGHC.

In education, funding will continue the planning and operating of programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The Resource Center will continue to provide daily information about Native peoples of the western hemisphere, including Hawaii, providing opportunities to correct stereotyping and expand knowledge. A variety of tribal educational resources, including curricula, will be made available to local teachers.

In addition, staff will make research, film, video, audio, and photographic content developed for Mall exhibitions broadly available both in the Mall Museum and to Native American communities and public audiences, through the Web, printed materials, and collaborative activities with other groups and organizations.

NMAI staff will continue to oversee the visitor pass system, group and school tour programs, and management of volunteers, and direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources of the building for the enhancement of the visitor experience.

The goal of Enhanced Management Excellence will be addressed by most efficiently and economically designating resources to meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing the collection through acquisition of contemporary works.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (50 FTEs and \$4,458,000)

- Rotate six communities into the three permanent galleries (each approximately 300 square feet)
- Install a major exhibition in the 8,500-square-foot Changing Gallery
- Continue exhibition planning/curatorial/design with six communities for the FY 2007 community rotation. This includes script development, design finalization, and object selection of up to 150 objects per community

- Initiate exhibition planning/curatorial/design with six communities for the FY 2008 community rotation. To include initial contact with community, travel to site for meetings, preliminary script development, and arrange community visits to the Cultural Resource Center for object viewing and preliminary selection
- Install three exhibitions in the changing galleries at GGHC, including the fourth installation in the *New Tribe: New York* series
- Design and fabricate the NMAI Collection exhibit scheduled to open in FY 2007
- Provide a year-round exhibition program at the GGHC for three major galleries, the Pavilion (education focus), and the Photo Corridor Gallery; daily cultural interpreter programs, major monthly programs, and a major film festival. Major projects for FY 2006 include *NW Coast*, preparation for a *Collection Survey* exhibit, and collaborations with other nationally prominent institutions (e.g., Heard Museum) and a major film festival
- Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industry
- Collaborate with Native educational organizations such as: Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council to identify video materials
- Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
- Utilize the Museum's collections to produce a variety of print products (books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
- Provide technical support for exhibits and public programs interactive kiosks and Preparation Theatre, replace and repair outdated equipment, ensure that 95 percent of the kiosks are available for public access 95 percent of the time

Expand a national outreach effort to share the Smithsonian's resources with larger and more diverse audiences throughout America (54 FTEs and \$5,052,000)

- Expand NMAI's website to provide in-depth content about our exhibitions and events in New York and Washington, DC as well as educational resources for teachers, and more information about NMAI's collections. Increase the number of website visits by 15 percent
- Undertake electronic community-based outreach efforts to bring the Museum's collections resources to Native American communities. Electronic information projects will link communities

to Museum activities and programming in Washington, DC and New York

- Support staff use of a customer relationship management system to email electronic newsletters to subscribers to present quarterly information about the Museum and to solicit participation in and contributions to our activities. Increase electronic newsletter subscriptions by 15 percent through provision of more relevant and personalized information
- Provide an online, Web-based, electronic ordering capability of NMAI media resources through participation in the Office of the Chief Information Officer's Digital Repository effort (delayed from FY 2005 to FY 2006)
- Continue the Native American Film Festival, showcasing works introduced by film makers and community members, in order to gain higher visibility for NMAI with teachers, students, and scholars.
- Provide daily information services about NMAI and Native peoples to the public, using technology-based capacity at the Resource Center
- Incorporate recordings and other media material from artists and presenters, related to NMAI's public programs, into the Resource Center; collect program-related recordings, books, website information, etc., for incorporation into Resource Center delivery systems
- Expand the Museum's Cultural Registry database and integrate with the Museum's Contact Management System. Refine methodology and criteria for including Native cultural presenters (music, dance, literature, drama, storytelling, etc.) in the database; determine best methods for keeping the database current and for making information widely accessible
- Publications will develop noncommercial publications—in a variety of alternate formats, including PDFs and PODs—to support the activities of various museum departments (Public Programs, Cultural Resources, Community Services) and to promote outreach to the general public by augmenting awareness of Native American life ways and educating the public about the history and significance of Native cultures
- Solidify Native Arts Program components of Visiting Artist, Community Artist, Community Arts Symposia, and Youth Mural programs. Maximize efforts by developing associated opportunities in the area of community-based activities, exhibitions (physical and virtual), public programs and publications
- Establish an effective Native Media Program including oral histories, radio production, and Web-casting that ensures the delivery of

compelling, relevant audio programming to audiences throughout the world

- Develop an integrated plan for the use of technological tools in the delivery of connections and services to Native communities, including the formation of creative linkages to existing NMAI resources
- Continue to maintain high visibility in the press to ensure positive reviews in the local, national, international, and Indian country media
- Focus programming in Indian country in North, South, and Central Americas
- Manage ongoing and proactive external affairs, including a public relations and media program to enhance the Museum's visibility nationally, internationally and throughout Indian country

Strengthen the high caliber of Smithsonian research in support of public programs. (8 FTEs and \$1,042,000)

- Conduct pilot program for film and video resource materials at tribal colleges
- Present education information in schools across the country for grades 4–8 via collaboration with *Scholastic Magazine*, and produce a directory of Native film makers
- Research and produce, from publications and media products, educational resource materials in connection with the Museum's public programs

Develop and bring first-class educational resources to the nation (71 FTEs and \$5,927,000)

- Support NMAI's Interactive Learning Center's interface to provide public access to electronic resources. Maintain public computing facilities in the Interactive Learning Center and the Resource Center work study areas and classrooms
- Present diversified and ongoing publications and cultural arts programs (music, dance, storytelling, drama) that will educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month, encompassing craft demonstrations and theater performances
- Continue Cultural Arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for 20 schools in the local and regional communities
- Develop and publish titles in the illustrated children's book series, *Tales of the People*, and in the series for educators and young adults, *My World: Young Native Americans Today*
- Provide editorial support in the production of educational materials to inform the public about Native cultures

- Develop and publish books arising out of the Museum's scholarly symposia series
- Provide 364 interpretive gallery programs per year; and one major symposium annually
- Conduct 12 educational workshops annually

Improve the stewardship of the national collections for present and future generations (87 FTEs and \$6,148,000)

- Provide system development for data enhancement and public access and maintain NMAI's collections information system for objects as well as provide technical support to augment digitization, cataloguing, and public access to NMAI's photo, audio, film, and video archival resources
- Enhance physical access of the collections to diverse audiences, such as Native visitors, researchers, students, and the general public.
- Maintain and refine the Registration Information System (RITS) of the complete collections inventory within the Registrar's Office
- Prepare and execute the migration of the RITS to the Collections Information System (CIS)
- Sustain acquisition programs with a focus on historical collections as well as contemporary art and modern traditional arts
- Digitize 5,000 historical images; work with Information Technology to provide an image bank of collection images via the Internet for easier public and scholastic access
- Enforce comprehensive pest management controls to identify captured pests within the collections at both the Mall Museum and the Cultural Resource Center where the collections are housed, and take corrective measures to counter repeated infestation or damage
- Increase the archives through donations and purchases of printed materials as well as film and photos
- Continue mandate of repatriation of sensitive collections to Native communities and develop comprehensive collections management policy for sensitive materials

Deliver the highest quality visitor services in Smithsonian museums (6 FTEs and \$721,000)

- Continue to produce and provide print pieces to enhance the visitor's experience with general information about the museum, its exhibitions, programs, and other services. These resources will be available in alternate formats, including Braille and Web access, and will be evaluated by the department
- Evaluate visitor services to ensure an effective orientation and ticketing process for public audiences at NMAI
- GGHC will increase community outreach initiatives within the metropolitan New York City area, with special focus to reach local Native populations through targeted programs in the Pavilion

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (38 FTEs and \$3,680,000)

- Respond to all internal, OMB, congressional, and other budgetary requirements accurately and on time
- Meet all NMAI and Smithsonian needs for procurement/travel management and reporting, including support for a Mall Museum, GGHC, and CRC at full operational levels
- Provide training and orientation to staff in order to ensure knowledge level sufficient to support programmatic efforts

Modernize the Institution's information technology (IT) systems and infrastructure (20 FTEs and \$1,692,000)

- NMAI staffs rely upon information technology systems in three different locations (New York, Maryland, and Washington, DC) to undertake daily work activities. NMAI technical staff works locally to provide secure, reliable, and efficient systems, meeting federal standards, with less than 1 percent downtime
- NMAI has three computer rooms that support a variety of museum-based applications, including electronic signage, welcome desks, visitor passes, group reservations, public programs, Web-casting, distance education, registries of cultural interpreters, community services events, and significant digital resources. Information and technology specialists work closely with NMAI staff to analyze business processes and determine where efficiencies in scale can be achieved through application of information and technology tools. NMAI technology staff will train and support staff's effective use of a variety of information systems

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (6 FTEs and \$367,000)

- Continue to manage an active, supportive, and responsive human resources operation within NMAI to achieve the following: provide training budget at a level that is 1 percent of NMAI's salary allocation; provide performance plans to all applicable staff; ensure that all supervisors conduct at least one midyear performance review; and provide a venue for Native American recruitment effort

Execute an aggressive, long-range facilities program, with increased emphasis on maintenance and revitalization (18 FTEs and \$1,453,000)

- Provide maintenance and visitor support services for a seven-day-a-week operation open to the public at the Heye Center in New York

FY 2006 REQUEST – EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net decrease of \$1,199,000. The estimate includes \$533,000 for necessary pay for existing staff and a decrease of \$1,732,000 for one-time costs. The decreases are as follows:

- **Technology** – One-time funds (-\$412,000) to replace Storage Area Network and (-\$60,000) for Web-casting server to support distance learning and electronic outreach initiatives to classrooms, community centers, and public audiences
- **Visitor Services** – One-time funds (-\$130,000) to provide uniforms for crowd-management assistants, signage for queue management, and materials announcing special programs at opening
- **Move Collections** – One-time funds (-\$1,130,000) to move the collections from the Research Branch, New York to the Cultural Resource Center, Suitland, Maryland

NONAPPROPRIATED RESOURCES – General trust funds provide support for salary and benefit costs of personnel. Donor/sponsor designated funds provide support for salaries and benefits for development staff; publications and special events for exhibition openings; and costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member-and donor-related special events, exhibition openings, and outreach activities.

ARCHIVES OF AMERICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	22	1,833	0	348	9	931	0	0
FY 2005 ESTIMATE	22	1,806	0	133	12	1,044	0	0
FY 2006 ESTIMATE	22	1,843	0	67	10	910	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	2	56	2	57	0	1
Expand a national outreach effort	6	430	6	438	0	8
Strengthen the high caliber of Smithsonian scholarship in support of public programs	0	0	0	13	0	13
Improve the stewardship of the national collections	9	847	9	852	0	5
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	2	227	2	233	0	6
Modernize the Institution's financial management systems and functions	2	122	2	124	0	2
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	124	1	126	0	2
Total	22	1,806	22	1,843	0	37

BACKGROUND AND CONTEXT

The mission of the Archives of American Art (AAA) is to collect, preserve, and make available primary sources that document the history of the visual arts in the United States, foster research, and connect the public to a uniquely American cultural heritage. AAA has the largest collection of

primary source materials documenting the history of the visual arts in the United States from the 18th century to the present.

To achieve the Institution's goal of Increased Public Engagement, AAA continues to focus on making more of its 15 million collections and resources available to researchers via the Web, installing compelling exhibits in the newly renovated Patent Office Building (POB), and developing for the first time concurrent educational programs. Resources will be used for completion of a systematic survey of AAA's collections and compliance with internal and external procedures detailing collections documentation. The goal of Enhanced Management Excellence will be met by continuing to improve internal financial and organizational controls, creating more efficient means of workflow, and devoting more resources to staff training. Resources will also be devoted to backfilling a critical position, AAA's Chief of Public Services.

The FY 2006 estimate includes an increase of \$37,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, AAA is directing its resources to produce small, compelling exhibitions that reflect the richness and cultural diversity of its collections and make tangible the firsthand accounts of America's artists, dealers, collectors, and critics, for both the general public and the scholarly community. Through strategies such as curatorial collaboration with other institutions, developing special exhibitions, and promoting loans of significant documents, AAA will increase its audience and strengthen its alliances with affiliate museums and other institutions.

As part of its effort to increase public awareness and appreciation of its mission, AAA will open new gallery space at POB in July 2006. (AAA also continues to maintain a modest gallery space in its New York City Research Center.) In FY 2006, AAA will devote resources to furnish the new POB space, develop gallery interactives that will provide visitors an engaging portal to AAA's holdings, and shift activities from shows that originate in New York to exhibitions that originate in the POB space and then travel to New York, thereby doubling the audience.

Exhibitions for FY 2006 include a *Treasures* show that will serve as AAA's inaugural exhibition, July-October 2006; selections from the papers of Joseph Cornell, November 2006–February 2007 (to complement the Smithsonian American Art Museum's concurrent exhibition, *Joseph Cornell*

Navigating the Imagination); and *Jervis McEntee and the Tenth Street Studios* to celebrate the completion of AAA's project to digitize McEntee's five-volume diary, March–June 2007.

AAA will expand its public programming with a new series of gallery talks focusing on the AAA's exhibitions in the POB. Through this series of talks and by devoting resources to presenting online versions of its exhibitions, as well as continuing to lend documents to exhibitions in museums and other institutions around the world, AAA continues to enable an even wider audience to achieve a greater understanding of the history of the visual arts in the United States.

In FY 2006, AAA will expand access to collections by increasing the Digital Collections Database launched in FY 2005, targeting photographs of artists and the art world and documents used in exhibitions, and focusing on streamlining requests for photograph orders and other inquiries into its website reference services section. AAA will continue to promote steady increases in visits to its website by adding finding aids to processed collections, thousands of images representing digitized microfilm, and oral history interviews conducted for the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America. AAA will build on its existing Web-based, online system for dynamically delivering subject-focused guides to its collections by adding a *Guide to Art Galleries' Records* to enhance access to more than 400 archival collections and oral history interviews that shed light on essential research on the art market, collecting, buying and selling of art, provenance of individual works of art, and art movements.

AAA's resources will continue to support its systematic survey of collections begun in FY 2004, designed to identify preservation needs, research value, target audiences and other factors to formulate processing priorities that will result in an increase in the number of finding aids to collections accessible via the website. Reference services will be strengthened by conducting a customer survey to evaluate and improve services offered via traditional and increasingly important electronic means.

The goal of Enhanced Management Excellence will be addressed by continuing to devote resources to performing internal organizational audits on processes and functions to ensure compliance with all federal and Smithsonian policies and procedures, and to ensure proper management of funds. To create more efficient workflow, staff resources will be devoted to automating all remaining internal forms. Staff training remains a priority to give staff the necessary tools to meet new technological needs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (2 FTEs and \$57,000)

- Design and fabricate new exhibit gallery in the Patent Office Building for opening in July 2006, which will increase AAA's exhibit galleries to three locations, reaching wider audiences
- Develop and install four exhibitions to be premiered at the POB to later travel to AAA's New York gallery to reach a wider audience. Two of the exhibitions will be in collaboration with other Smithsonian units

Expand a national outreach effort (6 FTEs and \$438,000)

- Expand public access to AAA's vast collection to increase visitorship by:
 - Digitizing approximately 2,000 documents, photographs, and oral histories
 - Adding one online guide focused on AAA's records of Art Galleries' artists
 - Increasing by 10–15 the number of online finding aids
 - Digitizing 1–2 collections from microfilm
- Develop and implement an online customer survey to ensure customer satisfaction

Strengthen the high caliber of Smithsonian scholarship in support of public programs (\$13,000)

- Develop and program a series of gallery talks focused on current exhibitions to encourage research at AAA

Improve the stewardship of the national collections (9 FTEs and \$852,000)

- Complete data input and analyze results of a systematic survey of all unprocessed collections begun in FY 2004 to form a plan for prioritizing collections to be processed, preserved, and described in electronic format to ensure the highest priority is given to collections with the highest research value
- Enhance Collection Information Systems to ensure proper collections documentation and to support increasingly complex workflow that encompasses acquisition, physical and legal control, processing, preservation, digitization, and Web access.

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (2 FTEs and \$233,000)

- Continue to monitor, revise, and enforce AAA's strategic plan to ensure 100 percent alignment with the Institution's plan

- Automate all internal forms to promote efficiency
- Modernize the Institution's financial management systems and functions (2 FTEs and \$124,000)***
- Integrate and monitor internal spending plans for all funds with the monthly expense plans to ensure proper management of funds
 - Perform one to two internal audits to ensure compliance with internal controls
- Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (1 FTE and \$126,000)***
- Enable 50 percent of employees to attend one or more training courses within the year to strengthen workforce capabilities
 - Execute search for replacement for Chief of Public Services to ensure a smooth transition

NONAPPROPRIATED RESOURCES—AAA will focus on completing a successful 50th Anniversary Campaign with its annual benefit in October 2005. The campaign will raise funds for general operating expenses; and special projects such as production and publication of the *Archives' Journal*; processing and preservation of selected papers; documenting through oral interviews selected collections (such as the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America); and further development of AAA's expanding digital imaging program.

ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	52	5,742	0	137	56	7,532	0	0
FY 2005 ESTIMATE	60	5,657	0	120	56	9,887	0	0
FY 2006 ESTIMATE	60	5,772	0	120	56	9,887	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	15	1,214	15	1,289	0	75
Expand a national outreach effort	8	792	8	798	0	6
Strengthen the high caliber of Smithsonian scholarship in support of public programs	9	1,003	9	1,010	0	7
Develop and bring first-class educational resources to the nation	6	453	6	457	0	4
Improve the stewardship of the national collections	7	756	7	760	0	4
Deliver the highest quality visitor services	2	101	2	102	0	1
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized both nationally and internationally	4	399	4	406	0	7
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	6	684	6	691	0	7
Modernize the Institution's information technology systems and infrastructure	3	255	3	259	0	4
Total	60	5,657	60	5,772	0	115

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia. The museums are widely regarded as

one of the world's most important and active centers for the collection, exposition, and study of Asian art. The museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by Whistler and other American artists represented in Charles Lang Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' collections.

To achieve the goal of Increased Public Engagement, FSG will continue to maintain momentum in hosting exhibitions of international importance and complementary public programs, as well as expand the number and range of exhibitions and object loans offered to other museums and cultural and educational institutions across the nation and internationally. Associated with these activities will be a continued emphasis on exhibition-related scholarly research and an increased Web presence. To meet the goal of Strengthened Scientific Research, FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects, as well as strengthen the contributions of FSG research to exhibitions and public programs. To support the goal of Enhanced Management Excellence, FSG will continue to participate in programs designed to improve the Institution's management and financial systems, and continue to evaluate and modernize its internal organization and systems.

For FY 2006, the estimate includes an increase of \$115,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, FSG has developed a long-range strategic plan that focuses on an aggressive, multi-year strategy of high-profile exhibitions and research projects to raise attendance and reassert FSG's preeminence in the field of Asian art. FY 2006 marks the culmination of this strategy with the presentation of four major international exhibitions that represent, in scale and diversity, the most ambitious public programming in the history of FSG.

Among the major exhibitions is *The Crescent and the Rose: Ottoman Imperial Textiles from the 16th and 17th Centuries*, a stunning display of silk and velvet textiles from public and private collections in the United States and abroad, most notably Turkey. *The Art of Katsushika Hokusai*, organized in partnership with the Tokyo National Museum, presents a comprehensive exhibition of the artist's paintings, drawings, and prints that juxtaposes works from the Freer's world-renowned collection with masterpieces from Japanese and other Western collections. Another exhibition, *Encompassing*

the Globe: Portugal and the World in the 16th and 17th Centuries, will bring together approximately 200 works of art that examine the interaction of Portuguese/European visual culture with Portugal's Asian, African, and Brazilian colonial ventures. The year will close with the world's first major international loan exhibition on the earliest surviving Biblical codices, with a study of the origins and development of the physical presentation of Christian scripture.

In order to strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, FSG will continue to develop a network of museum partners, often where collections and/or expertise are lacking. The *Asia in America* program showcases the holdings of important American institutional collections of Asian art through an ongoing series of exhibitions presented at the Sackler, strengthening ties with other cultural institutions throughout the nation as well as with the local audiences of program participants. FSG's *Point of View* program will continue to cast a wide net for new scholarly viewpoints, particularly those of young scholars. In this series, FSG's collection will be presented in highly focused, engaging installations so as to concentrate the audience's attention and contribute to dialogue about Asian art. In cooperation with the Smithsonian Institution Traveling Exhibition Service (SITES), two FSG exhibitions, *Magic, Myths, and Minerals* and *Antoin Sevruguin and the Persian Image*, will continue to travel to U.S. venues.

To provide greater access to high-quality educational resources, FSG will be looking more carefully at state, county, and municipal-mandated educational programming to ensure that FSG's programs are curriculum-based. In addition, more effort will be devoted to placing educational resources on the FSG website to make it the premier online resource in the United States for information on the arts of Asia.

In the area of collections management, FSG intends to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. The current space allocation studies will be implemented and will result in more efficient use of storage space.

Improvements in visitor services are expected during FY 2006, primarily as a result of additional surveys and improved signage and way-finding. FSG expects to survey visitors to determine their interest in the use of increased technology in exhibitions, as well as in the use of hand-held, electronic, self-guided tours. FSG will continue to focus on making its collections accessible to the public through its website. The website will offer an expanded number of objects for viewing and research by national

and international audiences. FSG is also reviewing several of the Sackler galleries to accommodate a future orientation center.

To achieve the goal of Strengthened Scientific Research, FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, and conservation of Asian art objects and materials of Asian art will help guarantee that objects from FSG's collections and many other museums remain accessible to future generations. In FY 2006, curators and researchers will be studying and publishing new research on the collections, including the recent gift of ancient Chinese art to the Sackler by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the incomparable collection of early Biblical manuscripts. In addition, FSG plans to offer at least one symposium for serious art collectors, where curators will offer their expertise in analyzing the nature and provenance of collectors' objects, an investment that FSG hopes will open doors for future donations to enhance the museums' collections. To safeguard the conservation department's reputation as one of the world's finest scientific research and conservation centers in the Asian art world, FSG will also begin to modernize its equipment inventory through upgrades and enhancements or replacement of outdated equipment.

In order to meet the goal of Enhanced Management Excellence, FSG expects to play a continuing leadership role in developing sophisticated collections management systems. In addition, as implementation of the new Institution-wide financial and human resources systems is expanded, it is anticipated that they will result in improved administrative efficiencies and reporting mechanisms within FSG. Accountability will be achieved by linking the strategic plans and goals of the museums directly to departmental activities and outputs to ensure that resources are effectively deployed and managed.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (15 FTEs and \$1,289,000)

- Mount four major international exhibitions in order to increase visitation over FY 2005 attendance
- Provide family-friendly educational programming for each major exhibition

Expand a national outreach effort (8 FTEs and \$798,000)

- Develop one new curriculum based on state-mandated guidelines and distribute to schools by the end of FY 2006
- Increase by 10 percent the number of website visitors over FY 2005
- Increase by 20 percent the number of FSG objects available on the website over FY 2005
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2006

Strengthen the high caliber of Smithsonian scholarship in support of public programs (9 FTEs and \$1,010,000)

- Use FSG scholarly research to enhance at least 80 percent of the FY 2006 exhibitions through publications, educational programs, or lectures
- Increase the number of published books and articles authored by professional staff by 10 percent over FY 2005
- Revive historical collaboration with the University of Michigan and explore links with other university departments
- Advance professional and public understanding of Asian art through conservation studies by a 10 percent increase in publications or drafts submitted for publication over FY 2005

Develop and bring first-class educational resources to the nation (6 FTEs and \$457,000)

- Increase the number of attendees at family programs by 10 percent over FY 2005
- Develop plans for a self-guided tour for the permanent collection by the end of FY 2006

Improve the stewardship of the national collections (7 FTEs and \$760,000)

- Initiate at least one new fellowship or scholarly award in FY 2006
- Raise the profile of the Conservation Department through a 10 percent increase in publications over FY 2005
- Complete conservation on at least 100 FSG objects

Deliver the highest quality visitor services (2 FTEs and \$102,000)

- Use the FY 2005 visitor survey results to implement at least two recommended improvements in visitor services

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized both nationally and internationally for their relevance, quality, and results (4 FTEs and \$406,000)

- Study and publish new research on three collections: Dr. Singer's gift of ancient Chinese art, the extensive collection of ancient Chinese jades, and the collection of early Biblical manuscripts

- Organize one symposium for serious art collectors

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (6 FTEs and \$691,000)

- Use the new Enterprise Resource Planning System modules to improve monthly tracking of budget versus actual financials and to enhance management reports for senior staff and Board members
- Make purchase card improvements and consolidate orders to reduce by 10 percent the number of purchase orders generated

Modernize the Institution's information technology systems and infrastructure (3 FTEs and \$259,000)

- Finalize installation of the latest software for The Museum System (TMS), FSG's collections information system

NONAPPROPRIATED RESOURCES—General trust and donor/sponsored designated funds are generated from memberships, museum shop sales, special events, unrestricted and restricted gifts and grants, and endowment income. The Freer Gallery of Art and the Arthur M. Sackler Gallery are highly dependent upon nonappropriated sources to fund the programs and support necessary to provide the quality of exhibitions, programs, and publications expected by visitors and scholars.

COOPER-HEWITT, NATIONAL DESIGN MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	32	3,180	20	2,381	3	3,019	0	5
FY 2005 ESTIMATE	40	3,054	19	2,600	3	2,780	0	0
FY 2006 ESTIMATE	40	3,118	19	2,600	3	2,755	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	5	497	5	511	0	14
Expand a national outreach effort	2	94	2	98	0	4
Strengthen the high caliber of Smithsonian scholarship in support of public programs	10	859	10	880	0	21
Develop and bring first-class educational resources to the nation	3	238	3	244	0	6
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	4	213	4	219	0	6
Modernize the Institution's information technology (IT) systems and infrastructure	2	145	3	224	1	79
Execute an aggressive, long-range Smithsonian facilities program	14	1,008	13	942	-1	-66
Total	40	3,054	40	3,118	0	64

BACKGROUND AND CONTEXT

The Cooper-Hewitt, National Design Museum (CHNDM), located in New York City, is the only museum in the nation dedicated exclusively to historic and contemporary design. Its collection is international in scope and

encompasses 250,000 objects representing 23 centuries of design, from China's Han Dynasty (200 B.C.) to the present day. The Museum presents compelling perspectives on the impact of design on daily life through active educational programs, exhibitions, and publications.

As the design authority of the United States, CHNDM's programs and exhibitions demonstrate how design shapes culture and history—past, present, and future. To achieve the Institution's goal of Increased Public Engagement, the Museum will continue its dynamic exhibition programming and active roster of education and public programs, as well as expand the number of programs offered in venues outside the New York metropolitan area. Together, these programs will help CHNDM engage larger, more diverse audiences and fulfill its mission to serve as a catalyst for design education, nationally and internationally. To meet the goal of Enhanced Management Excellence, the Museum will devote resources to enhancing exhibition and visitor facilities.

For FY 2006, the estimate includes an increase of \$64,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, CHNDM will concentrate its resources on maintaining a world-class exhibition program that will attract diverse audiences and is unique in its balancing of historic and contemporary design shows. Each of the upcoming exhibitions for FY 2006 will feature significant objects and original theses, and will have a strong appeal to a wide demographic of visitors. These exhibitions will include installations featuring objects from the permanent collection, curated by Nigerian artist Yinka Shonibare and French designer Matali Crasset; *Feeding Desire: Design and the Tools of the Table, 1500–2005*; *Designing an American Identity: Landscape Masterpieces by Winslow Homer, Frederic E. Church, and Thomas Moran*; and the *National Design Triennial*, the third in a world-renowned series of exhibitions showcasing the work of 80 of the most exciting American designers.

As part of its national outreach effort, CHNDM plans to expand its City of Neighborhoods program in three to five venues outside the New York City area in FY 2006. This innovative program brings architects, educators, and planners together to extend the classroom into the community and apply design education to a neighborhood concept, enabling teachers to take this model back to the classroom for development of similar programs for K–12 students and for after-school programs. The program's goal is to use design to promote community awareness and to involve young people in positive

community change. The Museum will also continue to offer an expanded Summer Design Institute program on the West Coast as well as in New York City. This program, which celebrated its tenth anniversary in 2004, is also geared to K–12 and design educators, and draws a steadily increasing national and international audience each year. Outreach will be further enhanced by a continued effort to lend major works to other venues within the United States and abroad.

Resources will continue to support exhibition-related scholarly research in order to create the most innovative and educational exhibitions for the public to view. The Museum anticipates that important new research will be published in conjunction with each major exhibition presented in FY 2006. Catalogues are anticipated for the *Feeding Desire*, *American Identity*, *Shonibare*, and *Crasset* exhibitions, dependent on securing private publication funding.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2006 through greater use of technology. In particular, the Museum plans to devote resources for increasing the accessibility of its education programs through video and the Internet. This will include components of the City of Neighborhoods and Summer Design Institute programs to support the growing network of program participants and to make program resources available to broader audiences.

To achieve the goal of Enhanced Management Excellence, the Museum expects a significant number of financial reporting and budgeting improvements in FY 2006 as the new, Institution-wide financial and human resources systems are implemented. It is anticipated that these improvements will result in improved administrative efficiencies within CHNDM. In addition, improved technological capabilities will allow the Museum to upgrade some internal systems, such as telephones and online ticketing for public education programs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (5 FTEs and \$511,000)

- Mount five exhibitions on historic and contemporary design

Expand a national outreach effort (2 FTEs and \$98,000)

- Send three CHNDM exhibitions to other museums
- Engage larger audiences in world-class programs through digitization of 2,000 objects of the collection for the ArtCIS project

- Offer eight City of Neighborhoods community education programs in at least three states and in New York City
- Create the “virtual” National Design Museum with enhanced educational content

Strengthen the high caliber of Smithsonian scholarship in support of public programs (10 FTEs and \$880,000)

- Publish at least three scholarly publications based on collections research

Develop and bring first-class educational resources to the nation (3 FTEs and \$244,000)

- Offer 64 school programs, 48 informal learning workshops, 350 student tours, and 500 adult tours

Enhanced Management Excellence

Modernize the Institution’s financial management systems and functions (4 FTEs and \$219,000)

- Develop and present interim and year-end financial information to Board and senior management within eight weeks of fiscal-year closure
- Develop management reports for the director and senior management of Cooper-Hewitt, using the Smithsonian’s Enterprise Resource Planning System

Modernize the Institution’s information technology (IT) systems and infrastructure (3 FTEs and \$224,000)

- Be the beta test site for new and ongoing projects of the Office of the Chief Information Officer
- Redesign the website to create a world-class, influential, online resource for design education, engaging larger, new audiences with original content and facilitating access to the collection

Execute an aggressive, long-range Smithsonian facilities program (13 FTEs and \$942,000)

- Provide maintenance of the facility, upkeep of the grounds, and visitor support services for a six-day-a-week operation open to the public

NONAPPROPRIATED RESOURCES — General trust funds are generated from membership, Museum shop sales, admissions, special events, and unrestricted donations. These revenues support exhibitions, publications, and general operating expenses. Donor/sponsored designated funds provide support for specific programs and projects.

HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	44	4,039	2	664	2	2,517	0	11
FY 2005 ESTIMATE	49	3,997	1	875	4	3,455	0	2
FY 2006 ESTIMATE	49	4,078	1	682	4	4,682	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	19	1,486	19	1,517	0	31
Expand a national outreach effort	7	483	7	492	0	9
Strengthen the high caliber of Smithsonian scholarship in support of public programs	2	97	2	100	0	3
Improve the stewardship of the national collections	9	847	9	862	0	15
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	8	763	8	779	0	16
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	321	4	328	0	7
Total	49	3,997	49	4,078	0	81

BACKGROUND AND CONTEXT

The mission of the Hirshhorn Museum and Sculpture Garden (HMSG) is to collect, preserve, and exhibit the art and artists of our time; to develop educational materials and conduct programs to increase public understanding of and involvement in the development of modern and contemporary art on

an international scale; and to conduct and disseminate new research in the study of modern and contemporary art.

To achieve the Institution's goal of Increased Public Engagement, HMSG is focusing a substantial portion of its resources on producing a compelling exhibition program based on its collections and loaned works of international modern and contemporary artists. Resources will also support national outreach through Web page development, catalogues and brochures, outgoing loans, collaborations with other museums, and traveling exhibitions. Associated with these activities is a continued emphasis on the development of educational materials, public programs, collection and exhibition-related scholarly research, and refinement, care, and management of the national collections. To support the goal of Enhanced Management Excellence, HMSG will use the implementation of Institution-wide management and financial systems to more effectively manage resources within the Museum, promote and maintain a diverse workforce and culture of equal opportunity, and continue with capital improvements and planning.

For FY 2006, the estimate includes an increase of \$81,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, HMSG will direct resources to research, preservation, and collection display activities that will enhance public access to its collections. Activities will include exhibitions at HMSG and on tour, object loans to other institutions, publications based on scholarly research, educational resources and events based on the collections, and an increased Web presence. The Museum will continue to develop innovative interpretive models for working with the permanent collection through *Gyroscope* installations that feature new groupings and juxtapositions of more familiar works. Public programming will use dance, music, and other cultural resources to draw new audiences and develop broader understanding of the visual arts based on the collection. The *Directions* series of solo exhibitions by contemporary artists will provide a wide range of stimulating experiences for repeat and first-time visitors alike. Significant exhibitions during FY 2006 will include the Washington opening of photography by Japanese artist Hiroshi Sugimoto and German painter Anselm Kiefer.

On national and international levels, the Hirshhorn will continue to tour the exhibition of the Cuban-American artist *Ana Mendieta* at the Miami Art Museum. An exhibition of work by Japanese artist Hiroshi Sugimoto, organized by the Hirshhorn, is expected to open in Tokyo in late FY 2005

prior to its Washington debut. The Museum will also continue to loan art to other institutions, allowing visitors in other cities and countries the opportunity to see portions of the national collection.

Resources will be used to support scholarly research during the planning and execution phases of museum projects. During FY 2006, these projects will include the *Gyroscope* installations and the *Hiroshi Sugimoto* exhibition, as well as collection catalogues and other publications to enhance the Museum's exhibitions and public programs and to serve as permanent documentation of the scholarly research performed.

HMSG will continue to develop a variety of public programs, including educational resources that reach a wide audience through schools and institutions of higher learning. The multipurpose programs space, completed in FY 2004 adjacent to the Sculpture Garden, provides a flexible environment to accommodate up to 50 participants in workshops, small lectures, and training sessions where groups can learn about the Museum's collections and create projects of their own.

Current information about the HMSG collections and digital images will continue to be available to the public via the website. In addition, the Museum has begun to focus attention on the development of free online newsletters for subscribers and educational resources, including teaching materials and interactive programs, to attract a greater number of visitors to the Museum and the Smithsonian.

To achieve the goal of Enhanced Management Excellence, HMSG will continue to participate in the implementation of the new Institution-wide financial and human resources systems to manage financial resources and people in a more efficient manner. A significant number of staff continue to be eligible for retirement. As people retire, HMSG will have an unprecedented opportunity to diversify its workforce and plan for new positions more reflective of the contemporary workplace and current administrative and program-execution needs. Planning and development will continue on a comprehensive long-range plan to accommodate future public and support needs and to set goals for future support.

Trust funds will supplement federal resources to provide support for the Museum's external affairs activities, which will focus on fundraising, communications, and marketing. An integrated communication and marketing effort will expand the quantity and quality of the public's access to and understanding of the work of the Hirshhorn. Visitor surveys conducted on site and through the Web will help focus efforts to increase both the number and quality of visitor experiences at the Museum. In

addition, the number of media contacts will be increased and the media pool will be expanded to reach a greater national and international audience outside of the Washington, DC area.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (19 FTEs and \$1,517,000)

- Exhibit more works from the permanent collection through rotating displays, with at least two complete gallery changes in FY 2006
- Develop a range of cross-disciplinary public programs (lectures, dance, music, poetry, film) tied to the collection and exhibition program to engage a wide spectrum of constituents of diverse backgrounds and interests
- Develop and implement new collateral materials (handouts) and a new signage program throughout the Museum to improve visitor way-finding tools in the galleries and public spaces
- Develop at least one major exhibition with a national or international tour and comprehensive publication for international distribution
- Initiate at least one collaborative project/program with another museum focused on international modern and contemporary art

Expand a national outreach effort (7 FTEs and \$492,000)

- Maintain the number of outgoing loans at the FY 2005 level
- Increase the number of website visits and length of visits by 10 percent
- Establish a teen program

Strengthen the high caliber of Smithsonian scholarship in support of public programs (2 FTEs and \$100,000)

- Use HMSG research to produce at least one major exhibition
- Publish at least one catalogue or book on the Museum's collection or in conjunction with a Hirshhorn-generated exhibition

Improve the stewardship of the national collections (9 FTEs and \$862,000)

- Complete improved access to the permanent collection by decompressing collection storage areas, relocating collection objects offsite, and improving existing storage areas by reorganizing and rehousing the collection
- Refine a conservation plan for the collection by building on work begun in FY 2005 to identify conservation needs, priorities, and funds to implement the plan

- Improve access to the permanent collection by adding 425 new or expanded collection records and/or images on the website and the art database
- Plan one collection exchange with the San Francisco Museum of Modern Art and the Walker Art Center

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (8 FTEs and \$779,000)

- Develop and use at least four evaluation tools to measure the success of HMSG programs in attracting a broad constituency to the Museum, its collections, and programs

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$328,000)

- Increase media coverage by 10 percent over FY 2005 by developing story ideas about the HMSG collection, special exhibitions, research, and public programs

NONAPPROPRIATED RESOURCES — General trust funds provide support for salaries and benefits of administrative and development personnel, development activities, and exhibition and program-related costs. Donor/sponsor designated funds provide support for development, exhibitions, public programs, communications, and marketing.

NATIONAL MUSEUM OF AFRICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	35	4,149	2	522	0	152	0	0
FY 2005 ESTIMATE	48	4,175	2	634	0	931	0	0
FY 2006 ESTIMATE	48	4,257	2	562	0	500	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
Present compelling, first-class exhibitions and other public programs	24	2,170	20	1,606	-4	-564
Expand a national outreach effort	9	670	5	504	-4	-166
Strengthen the high caliber of Smithsonian scholarship in support of public programs	0	0	1	169	1	169
Develop and bring first-class educational resources to the nation	8	752	3	221	-5	-531
Improve the stewardship of the national collections	0	0	5	488	5	488
Deliver the highest quality of visitor services	0	0	5	319	5	319
Enhanced Management Excellence						
Strengthen an institutional culture that is customer-centered and results-oriented	3	218	3	401	0	183
Modernize the Institution's financial management systems and functions	0	0	3	285	3	285
Modernize the Institution's information technology (IT) systems and infrastructure	2	197	1	116	-1	-81
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	89	0	0	-1	-89
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	79	1	69	0	-10
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	0	0	1	79	1	79
Total	48	4,175	48	4,257	0	82

BACKGROUND AND CONTEXT

The National Museum of African Art (NMAfA) fosters and sustains—through exhibition, collections, research, and public programs—an interest in and an understanding of the diverse cultures in Africa as these are embodied in aesthetic achievements in the visual arts. The Museum accepts into its collections and exhibitions the arts of all African areas, including the ancient and contemporary arts of the entire continent. Museum-sponsored research, publications, and educational programs reflect and are in consonance with the Museum's collection, research, and exhibition goals.

To achieve the goal of Increased Public Engagement, NMAfA is focusing resources on the presentation of five temporary exhibitions in FY 2006 and major installation efforts for an exhibition to open in early FY 2007. NMAfA is continuing efforts to produce innovative and engaging educational components and programming to accompany these exhibitions and expand community outreach. The Museum is also continuing to dedicate resources to digital technology, with emphasis on the NMAfA website, virtual publications, online educational resource materials, and access to the Museum's object and photographic collections.

To achieve the goal of Enhanced Management Excellence, NMAfA is focusing on the incorporation of the Museum's performance goals into the performance plans of all staff, thus improving staff awareness of the Museum's and the Smithsonian's missions and establishing the staff as stakeholders in the success of the Institution. The Museum will continue to increase its public visibility through enhanced relationships with media outlets and representatives. The Museum also plans to implement its disaster preparedness and recovery plan during FY 2006.

For FY 2006, the estimate includes an increase of \$82,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAfA is directing resources to activities that will result in increased and more diverse audiences. Five exhibitions with broad or culturally-focused appeal to attract more diverse audiences will be presented in FY 2006, with preparations well under way for a sixth, which will open early in FY 2007. *BIG/Small* is a youth- and family-oriented exhibition, which explores scale and symbolism by juxtaposing contemporary and traditional objects crafted from a variety of materials. *African Gold from the Glassell Collection, The Museum of Fine Arts, Houston* presents approximately 135 pieces of Akan gold work and royal regalia from Ghana, West Africa. *Portugal and the World*, a selection of

traditional African objects from major national and international collections that reflects influence of Portuguese culture in Africa, is part of a collaborative project organized by the Arthur M. Sackler Galleries. An exhibition of major pieces from the Disney/Tishman Collection of African Art will travel to at least four other cities. In addition, NMAfA will continue to showcase works from its permanent collections such as *Recent Acquisitions*. During FY 2006, NMAfA will also be doing much of the preparation, construction, and installation for *African Art from the New Orleans Museum of Art*, featuring approximately 85 works of traditional African Art, including masks, statuary, and ceramics. This exhibition will open early in FY 2007. All of these exhibitions will provide a vast array of media and forms, both familiar and unusual, which should provide a strong visual appeal to scholars as well as general audiences.

Educational programming activities will include "Sights and Sounds" musical performances, continuation of the "Let's Read" series, adult and children's film series, storytelling, Community Day, and exhibition-related workshops. NMAfA will continue to use interactive components within exhibition installations to engage a wide variety of visitors of all ages. Learning modules linked within the Museum's website will support NMAfA's national outreach efforts by providing access to the Museum's object and photographic collections in schools, public libraries, and homes.

NMAfA will continue to devote resources to scholarly research that results in quality exhibition materials and public programs. An emphasis will be placed on the creation of an adult lecture series as well as programs targeting family audiences. With the availability of all educational resource materials online, the public will have full access to the Museum's activities and printed materials. A resource guide for the Eliot Elisofon Photographic Archives will also be made available online. In addition, NMAfA will continue to use digital technology to provide online cataloguing of the Eliot Elisofon Photographic Archives and access to the collections through the Museum's website.

NMAfA's X-Radiography unit will be fully operational in FY 2006, providing state-of-the-art capabilities for assessing and diagnosing the conservation and treatment of the Museum's objects as well as those on loan. In addition, the Museum will implement a revised policy on collections management and care, and deaccessioning efforts will continue to reduce the number of objects in the collections.

The implementation of regular visitor surveys will measure overall visitor satisfaction, and meetings will be convened with community advisory groups and docents for their input on future exhibitions and public programs.

It is anticipated that these efforts will result in an increase in favorable public responses to the Museum's exhibitions and public programs.

To address the goal of Enhanced Management Excellence, NMAfA will focus on incorporating feedback from visitor surveys into the development of a three- to five-year plan for its exhibitions, public programs, and public spaces. Accountability will be achieved by integrating Museum and Institutional performance goals into staff performance plans. In addition, financial management responsibilities will be incorporated into the performance plans of all department heads. Information technology efforts will center on developing a three- to five-year IT plan that will integrate the Museum's information technology functions for administration, collections management, exhibitions, and public access. The Museum will also take proactive steps to enhance relations with the media by expanding its tracking database. To ensure the safety and protection of collections, visitors, and staff, the Museum will implement its plan for disaster preparedness and recovery in FY 2006.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Present compelling, first-class exhibitions and other public programs (20 FTEs and \$1,606,000)

- Present five exhibitions with broad appeal to attract more diverse audiences, including children and adults
- Secure 30 loans of significant works of African art from private and public collections for display at NMAfA
- Present at least six types of public programs with broad appeal to expand audiences of adults and children
- Increase participation in community outreach programs by 10 percent
- Complete 75 percent of the construction and installation of the *African Art from the New Orleans Museum of Art* exhibition, scheduled to open in early FY 2007

Expand a national outreach effort (5 FTEs and \$504,000)

- Enhance the current website to increase virtual visitors by 20 percent
- Increase online cataloguing and digital images of the Eliot Elisofon Photographic Archives by 5 percent in order to provide greater access to the collection for audiences outside the Washington, DC area
- Increase online cataloguing and digital images of art objects in the collections database by 10 percent

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$169,000)

- Present at least six adult and eight family public programs that incorporate current research in African art and culture

Develop and bring first-class educational resources to the nation (3 FTEs and \$221,000)

- Make available online 100 percent of educational resources (i.e., family guides, gallery guides, programs, brochures, live artists' interviews) to increase public access to Museum activities and offerings
- Make available online the resource guide for the Eliot Elisofon Photographic Archives

Improve the stewardship of the national collections (5 FTEs and \$488,000)

- X-Radiography unit will be operational
- Implement a revised collections management and care policy
- Reduce by 10 percent the number of objects designated for deaccessioning

Deliver the highest quality of visitor services (5 FTEs and \$319,000)

- Implement regular visitor surveys to measure overall satisfaction with visitor experience at the Museum
- Visitor surveys indicate 85 percent favorable response for exhibitions and public programs
- Schedule at least two ad hoc meetings with community advisory groups and docents to provide input in planning exhibitions and public programs

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (3 FTEs and \$401,000)

- Develop a three- to five-year exhibition/program plan
- Integrate Museum and Institution performance goals in the performance plans of all NMAfA staff

Modernize the Institution's financial management systems and functions (3 FTEs and \$285,000)

- Enhance Museum-wide financial plan for monthly tracking and reporting of revenue and expenses by department and project
- Incorporate financial management responsibilities into the performance plans of all department heads
- Ensure 100 percent compliance with Smithsonian financial and procurement policies and regulations

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$116,000)

- Implement a three- to five- year IT plan to integrate the Museum's information technology functions for administration, collections management, exhibitions, and public access

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$69,000)

- Initiate contact with at least four new media representatives to publicize NMAfA's activities and programs

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (1 FTE and \$79,000)

- Implement the Museum's disaster preparedness and recovery plan

NONAPPROPRIATED RESOURCES—General trust funds provide support for staff salary, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2006, including exhibition-related publications, educational programming, and outreach. Corporate and foundation sponsorship provides support for the planning and implementation of exhibitions, including installation expenses and exhibition-related public programming, travel, and curatorial collaboration.

NATIONAL PORTRAIT GALLERY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	59	5,043	3	544	7	1,754	0	0
FY 2005 ESTIMATE	64	4,957	3	590	11	10,018	0	0
FY 2006 ESTIMATE	64	8,409	3	609	10	3,339	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	21	1,679	26	3,791	5	2,112
Expand a national outreach effort	4	354	4	609	0	255
Strengthen the high caliber of Smithsonian scholarship in support of public programs	7	576	2	352	-5	(224)
Develop and bring first-class educational resources to the nation	7	442	7	564	0	122
Improve the stewardship of the national collections	11	655	11	733	0	78
Enhanced Management Excellence						
Strengthen an institutional culture that is customer-centered and results-oriented	13	1,008	13	1,200	0	192
Modernize the Institution's information technology (IT) systems and infrastructure	1	243	1	1,160	0	917
Total	64	4,957	64	8,409	0	3,452

BACKGROUND AND CONTEXT

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States and the artists who created such portraiture.

Congress established NPG to be the pinnacle of national recognition, and the Gallery will continue to ensure that its collections honor the American people.

To achieve the goal of Increased Public Engagement, NPG will reopen its doors in 2006 after a long renovation of its home, the Patent Office Building (POB). Visitors will be greeted by new interpretative exhibitions, performances, publications, and an expanded collections and research base that are inclusive of underrepresented Americans.

The goal of Enhanced Management Excellence will be achieved through marketing, planning, and implementing controls to use as a base for reopening the museum to meet the needs and expectations of the Portrait Gallery's visitors and stakeholders. FY 2006 will be an extraordinary year in the history of the Portrait Gallery, and the Gallery will exercise careful control of resources to support its operations.

For FY 2006, the estimate includes an increase of \$3,452,000. This amount includes \$3,344,000 in two-year funds for a one-time increase to cover costs for the reinstallation and reopening of the POB, and \$108,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The National Portrait Gallery will focus its major effort on preparing the POB and installing the collections in time for the 2006 reopening of the museum. Significant decisions on layout, exhibitions, furnishings, electronic elements, and printed materials will be determined, and construction and fabrication of exhibition display components will be completed. The renovated space will provide almost double the number of permanent objects on display.

New additions to the building include a Visible Conservation Lab that will provide visitors with the opportunity to observe conservation treatments for a variety of collections objects; a stunning, enclosed courtyard (28,000 square feet) that will become an important space for public events and programs; innovative wireless technology; and a new and much-needed 350-seat auditorium. The building's enhancements will provide for activities that will result in increased visitation.

In addition to the installation of the permanent collection on all three floors of the museum, the Gallery plans to install exhibitions ranging from a one-room show examining the life of Walt Whitman to a 4,000-square-foot exhibit featuring the work of 60 finalists in the first ever national portrait competition. The Gallery's permanent collection will be installed in a largely chronological arrangement that will begin before the nation was founded and

conclude with the 21st century. Major galleries will be devoted to such historical topics as the Civil War and Rights and Liberties. A major exhibition on "America's Presidents" not only will feature multiple images of the presidents but a newly-created, hand-held, audio-visual guide and other state-of-the-art interactive technology.

As part of an international, multi-museum curatorial effort, NPG has participated in the creation and tour of the traveling exhibition, *Retratos: 2000 Years of Latin American Portraits*, which will be shown in Washington, DC at the Smithsonian's International Gallery in the late fall of 2005.

The first Outwin Boochever Portrait Competition, a nationwide endeavor allowing artists—both known and unknown—to submit their works, will culminate in a portrait commission and a cash award to the winner in FY 2006 when an exhibition of selected painted and sculpted works will be shown to coincide with the Museum's reopening.

The fifth annual Peck Presidential Awards for "Service to a President" and "Portrayal of a President" will be announced in the fall of 2005, and the winners will participate in a session designed as an educational forum to further high school students' understanding of the presidency.

NPG will continue to develop a broad range of national and regional educational programs for school and community audiences that will result in increased visitation. Programs designed for varied ages using such media as literature-based arts activities, musical performances, plays, historical actors, interactives, and workshops for teachers and museum professionals will be presented.

The Gallery's award-winning website will continue to provide an important research base and elegant platform to view the collection and its exhibitions for people who cannot visit the museum. NPG will continue its significant contribution to the visual history of our nation through the distribution of photographic and digital images from its collection for use in books, videos, CDs, and other media.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

***Offer compelling, first-class exhibitions and other public programs
(26 FTEs and \$3,791,000)***

- The Portrait Gallery's participation in co-organizing the international, multi-museum curatorial effort for the *Retratos: 2000 Years of Latin American Portraits* traveling exhibition will culminate

in its opening in Washington, DC at the Smithsonian's International Gallery in late fall of 2005, and will be accompanied by a catalog (edited by NPG and published by Yale University Press) and by extensive educational and outreach materials

- Finalize 100 percent of the installation of the approximately 700 objects for eight exhibits that feature the permanent collection and two special exhibitions that are developed to reopen the Portrait Gallery
- Complete the construction and fabrication of essential display components for reinstallation of approximately 700 objects, including more than 100 pedestals and cases, brackets and armatures, and nearly 700 labels and text panels
- Refine content and install the wireless audio-visual tour component of highlights of the permanent collection in time for the POB reopening
- Establish and sufficiently equip the new Visible Conservation Lab to provide the highest standard of conservation treatment and to provide the visitor an opportunity to observe treatments for a variety of collection objects
- Design five education programs for 30 presentations to schools and community organizations
- Conduct a series of opening receptions, tours, and events to commemorate the reopening of the NPG in the historic POB

Expand a national outreach effort (4 FTEs and \$609,000)

- Install an exhibition of selected painted and sculpted works culminating from the first Outwin Boochever Portrait Competition, a nationwide endeavor allowing artists—both known and unknown—to submit their works
- Award a portrait commission and a cash prize to the winner of first Outwin Boochever Portrait Competition
- Award two Peck Presidential Medals, one for "Service to the Presidency" and one for "Portrayal of the Presidency"
- Present two town hall sessions, with participation by the winners of the Peck Presidential Medals, to promote high school students' understanding of the presidency
- Present the Edgar P. Richardson symposium on American portraiture and biography
- Publish four issues, including an expanded issue for summer 2006, of *Profile*, the Gallery's publication to increase national public awareness of NPG programs and research
- Publish one book illustrating the finalists in the first Outwin Boochever Portrait Competition
- Write, edit, and publish up to 15 flyers and brochures and more than 700 labels in time for the reopening of the POB

- Improve the quality of and bring more educational programs, NPG collections, and research resources to the public and to a more diverse audience by increasing the number and diversity of programs, records, and images on the NPG website
- Increase the number of NPG website visits by 500,000 and the number of queries to the website collections and research database by 5,000
- Conduct an extensive public relations and media campaign to announce the reopening the Portrait Gallery
- The Prints/Drawings and Photographs Departments will present approximately six Open House programs to introduce the collections to researchers, visitors, and potential donors

Strengthen the high caliber of Smithsonian scholarship in support of public programs (2 FTEs and \$352,000)

- Compile an analytical index and complete work with the publisher for Volume 6 of *The Selected Papers of Charles Willson Peale and His Family* and continue research for Volume 7, the concluding volume in the series
- Publish a joint book with the Smithsonian American Art Museum on the history of the Patent Office Building, the historic building that houses both museums

Develop and bring first-class educational resources to the nation (7 FTEs and \$564,000)

- Improve the quality of impact on website audiences by developing two online education components to accompany special exhibitions
- Incorporate state-of-the-art interactive elements in the exhibitions planned in the POB

Improve the stewardship of the national collections (11 FTEs and \$733,000)

- To ensure adherence to current museum practices, complete an inventory to track the collection and update 600 object records
- Acquire portraits of significant Americans when available—particularly from underrepresented populations—to diversify the collection
- Conduct a condition survey on each object being moved back into the museum, upgrade all hanging apparatus, photograph more than 400 objects for the NPG photographic archive, and move approximately 700 objects in the permanent collection back into the POB
- Complete conservation of 200 objects to be restored, matted, and framed for public view in the POB
- In order to maintain a state-of-the-art and up-to-date Collections Information System, implement one upgrade and add 2,200 records

and images that include NPG and Catalog of American Portraits objects

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (13 FTEs and \$1,200,000)

- Collect and report on audience/customer data for all NPG programs and products, and introduce marketing planning, implementation, and controls to use as a base for planning the reopening of the POB
- Improve the management of NPG through increased staff communications, training, and reorganizations as appropriate

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$1,160,000)

- Modernize IT capabilities in the renovated POB that will enhance the visitor experience and increase visitation
- Train staff and increase use of various information systems by 15 percent
- Redesign the NPG website to include virtual tours of exhibitions opening in the new POB
- Provide services to secure reliable and efficient technological systems to meet federal standards, with less than 1 percent downtime

FY 2006 REQUEST – EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$3,452,000. Included is an increase of \$108,000 for necessary pay for existing staff. The Institution is seeking a one-time programmatic increase of \$3,344,000 in two-year funds to support the reopening of the POB, and to implement and maintain programs/activities that will draw two million visitors per year to the museum. Everything that is required to open a new museum will be needed to reopen this building. Funding is requested to decorate and furnish the interior; exhibitions will need to be installed; and collection objects will need to be conserved and prepared for display. NPG does not have sufficient staff to accomplish this and will need funding for supplies and materials, and to contract for conservation, design, and installation. The program increases are as follows:

- (+ \$300,000) This one-time increase partially covers the cost of supplies and equipment needed to move objects back to POB. Examples include mounts and brackets, graphics and signage, lighting, etc.
- (+ \$150,000) This one-time increase partially covers conservation and preparation of collection objects for display, and additional conservation contract services.

- (+ \$2,600,000) This one-time increase partially covers the cost of contracting for installing the galleries—exhibition specialists and cabinet makers, design services, and fabrication.
- (+ \$294,000) This one-time increase partially covers the cost of completing and fitting-out shared public spaces in the POB. Examples include lighting and seating in lobbies, items for the auditorium, and exterior lighting, rigging, and signage.

The one-time increases are requested as two-year funding in order to provide the most effective and efficient means of phasing in projects and tasks with renovation progress. It is critical that timing issues during the last months of the renovation do not jeopardize NPG's ability to obligate funds wisely.

If the FY 2006 request is not allowed, it will seriously impact NPG's ability to accomplish its goal of reopening the building in a manner befitting a Smithsonian national museum. NPG will not be able to develop and prepare the newly renovated exhibition space effectively and in time for the 2006 opening date. This is a historic moment in the life of the National Portrait Gallery. NPG will be moving its collection into an empty building that will have had a complete renovation of its infrastructure and the addition of several major enhancements. Essentially, NPG will be installing a completely new museum.

NPG has an aggressive fundraising plan to raise private funds to complement its federal funding and secure sufficient resources to reopen the Museum. Therefore, the FY 2006 requested amount is the barest minimum required to reopen the museum. If this request is not allowed, NPG will not be able to reopen the museum in the POB in a way that will draw more visitors, reach out to a wide national audience, or provide the safest, most efficient, and most accessible home for its national collection.

NONAPPROPRIATED RESOURCES—General trust funds provide support to help defray costs of publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fundraising, management, research, and enhancements to the POB. Donor/sponsor designated funds provide support for costs related to specific programs and projects, including support of the NPG Director's Circle.

SMITHSONIAN AMERICAN ART MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	93	7,634	4	1,043	10	8,962	0	34
FY 2005 ESTIMATE	97	7,561	4	1,060	31	13,009	2	245
FY 2006 ESTIMATE	97	12,028	4	722	31	13,783	2	245

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	22	1,676	22	6,009	0	4,333
Expand a national outreach effort	3	286	3	292	0	6
Develop and bring first-class educational resources to the nation	24	1,903	24	1,947	0	44
Improve the stewardship of the national collections	29	2,258	29	2,310	0	52
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	9	635	9	650	0	15
Modernize the Institution's information technology systems and infrastructure	5	419	5	428	0	9
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	384	5	392	0	8
Total	97	7,561	97	12,028	0	4,467

BACKGROUND AND CONTEXT

The Smithsonian American Art Museum (SAAM) is the nation's museum dedicated to the arts and artists of the United States from colonial times to the present. The Museum's programs make American art available to national audiences and beyond, as well as to those who visit its two

historic landmark buildings in Washington, DC: the Patent Office Building (POB) site, closed for major renovation and announced to reopen in 2006, and the Renwick Gallery.

To meet the goal of Increased Public Engagement, SAAM devotes most of its federal resources to exhibitions, education, and the enhancement, presentation, and care of its permanent collection, as well as research resources, a popular website, publications, and services to the public. The remainder is dedicated to effectively managing the Museum's resources in the pursuit of Enhanced Management Excellence.

For FY 2006, the estimate includes an increase of \$4,467,000. This amount includes \$4,294,000 in two-year funds for one-time costs for the reinstallation and reopening of the POB and \$173,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

With additional and revitalized gallery space, made possible through the federally-funded renovation of the POB, SAAM will be able to increase public engagement with its collections, exhibitions, and programs telling the story of our country through its art, which connects the public to our history and culture. A grand year-round courtyard, a 350-seat auditorium, a Visible Conservation Center, and the Luce Foundation Center for American Art will permit the Museum to engage the public in ways not possible in the past. These new facilities, combined with enhanced visitor services, interactive technologies, rehabilitated public spaces, and upgraded utility systems provide additional opportunities for visitors to enjoy the historic POB. As a harbinger of technology to be used in the renovated Museum, SAAM has introduced a prototype hand-held audio-visual guide at the Renwick Gallery and is developing the technical infrastructure to efficiently support this and other innovative presentations being planned for the renovated POB. Reopening the Museum is an intense effort that involves the cooperation of every museum department, as well as staff of the National Portrait Gallery (NPG), which shares the POB with SAAM. Thus, SAAM is directing the majority of its resources to the reopening of the POB in 2006.

In addition, the Museum continues to present exhibitions, rotations of its permanent collection, and public programs at the Renwick Gallery. Since closing in 2000 for renovation, the Museum has also circulated throughout the United States two series of exhibitions of some of its finest artworks in order to continue linking Americans to their heritage. As these exhibitions close, they return to the Museum and are prepared for installation in the POB. To expand its national outreach, the Museum continues to publish the

American Art journal three times annually, and is enhancing its website that contains extensive information about SAAM's collections, programs, and exhibitions. The Museum's popular public online reference service—*Ask Joan of Art*—continues to respond to art-related inquiries from American and international audiences. In addition to reaching out to the general public, SAAM reaches students in classrooms across the country via new technology and distance-learning tools. The Museum continues to strategically broaden its collection of 40,000 objects with significant acquisitions and to move toward its goal of digitizing every object in the collection.

To achieve the goal of Enhanced Management Excellence in these challenging financial times, the Museum will continue improving its business practices and internal capabilities in order to manage its resources most effectively. As the Institution introduces new phases of its Enterprise Resource Planning (ERP) system, SAAM will ensure that its staff has the resources and training needed to implement the system most efficiently. Museum staff continues to work effectively with all involved parties to ensure that the POB renovation remains on schedule, that the Museum's needs in the building are effectively addressed, and that SAAM's plans for shared spaces are compatible with NPG's. The Museums are also planning a nationwide media campaign to herald the reopening of the POB and to increase visitation at the facility.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first-class exhibitions and other public programs (22 FTEs and \$6,009,000)

- Complete the renovation of the historic POB in partnership with NPG, and reopen to the public after a six-year closing
- Reinstall the permanent collection safely with approximately 8 percent of 40,000 objects on view in the Luce Foundation Center and in galleries
- Present four opening exhibitions and related programs that draw increased number of visitors (25 percent increase over same period in FY 1999)
- Install Luce Foundation Center with over 60 museum cases, 100 featured objects augmented by video and audio clips, and completed programming and content production for interpretive computer kiosks
- Install Visible Conservation Center
- Successfully plan and produce Renwick exhibitions (e.g., *Art Deco to Now: American Silver, 1925–2000*) and programs

Expand a national outreach effort (3 FTEs and \$292,000)

- Upgrade SAAM website infrastructure and content in order to share exhibitions, collections information, and images with a larger audience than can see the collection in person

Develop and bring first-class educational resources to the nation (24 FTEs and \$1,947,000)

- Publish three issues of the scholarly journal *American Art* and other high-quality publications related to SAAM mission, collections, and/or exhibitions in order to further academic criticism as well as educate the general public on the importance of art in the American experience
- Maintain and improve SAAM's national education program, partnering with K–12 schools nationwide to fulfill a need for quality curriculum and educational resources using visual arts in core disciplines
- Continue curatorial and other staff participation in national conferences, symposia, and programs in order to share SAAM's knowledge and expertise.

Improve the stewardship of the national collections (29 FTEs and \$2,310,000)

- Ensure the physical safety of the collection to ensure the longevity of the collections and preserve our cultural heritage
- Provide secure and environmentally sound storage and display of collections, following established collection management policies of the Smithsonian and of SAAM
- Conserve and maintain objects according to professional ethics and standards of the American Institute for Conservation of Artistic and Historic Works
- Complete POB Visible Conservation Center to provide state-of-the-art conservation as well as increase public awareness and knowledge of art conservation
- Maintain accurate, accessible and useful information on collection objects to facilitate their care
- Ensure accuracy of collections information through updates to cataloguing and object tracking
- Produce quality photographs of 90 percent of publicly displayed objects to increase use of collection for research and publication purposes, as well as for tracking objects
- Enhance collections accessibility with digital photography and information for online retrieval, creating digital records for all new acquisitions, expanding biographical information, and maintaining access to database from multiple SAAM locations and applications to facilitate care of the collection

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (9 FTEs and \$650,000)

- Manage resources efficiently and responsibly, whether fiscal, human, or cultural, to ensure that core functions of SAAM are met
- Monitor museum staffing and organization to ensure efficiency
- Train and cross-train staff for flexibility in responding to changing economies, technologies, and processes
- Work closely with central Smithsonian offices on implementation of new management systems and processes
- Closely monitor financial and procurement transactions through monthly review, reconciliation, and reports to management, ensuring allowability and allocability of expenses
- Provide staff with the administrative tools and support necessary to do their jobs

Modernize the Institution's information technology systems and infrastructure (5 FTEs and \$428,000)

- Work collaboratively across the Smithsonian to improve automated management systems
- Create and maintain the Web platform necessary for electronic outreach (exhibitions, education, general museum and collections information)
- Provide infrastructure to support the use of technology for innovative presentations in the POB

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$392,000)

- Publicize SAAM and Renwick exhibitions, events, and programs to local and national media to ensure widest possible awareness of SAAM/Renwick collections and resources
- Successful publicity for POB reopening with both local and national media
- Successful placement of Renwick activities with general media as well as craft publications
- Successful implementation of POB branding campaign, with NPG and the services of a marketing firm, in order to target the ultimate goal of two million visitors per year

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$4,467,000. Included is an increase of \$173,000 for necessary pay for existing staff. The Institution is seeking a one-time programmatic increase of \$4,294,000 in two-year funds to prepare the renovated POB for its reopening in 2006, and

to implement programs/activities that will draw two million visitors per year to POB. The increases are as follows:

- (+ \$700,000) This one-time increase partially covers the cost of moving objects back to POB. Examples include packing/crating costs, framing, matting, and trucking.
- (+ \$300,000) This one-time increase partially covers the cost of supplies and equipment needed to move objects back to POB. Examples include crane and rigging for sculpture, mounts and brackets, graphics and signage, lighting, etc.
- (+ \$500,000) This one-time increase partially covers the cost of contract support for packing and shipping loaned objects as well as from museum collection storage locations.
- (+ \$2,000,000) This one-time increase partially covers the cost of installing the galleries: design services and fabrication.
- (+ \$500,000) This one-time increase partially covers the cost of contract support for installation of the galleries: exhibition specialists and cabinet makers.
- (+ \$294,000) This one-time increase partially covers the cost of completing and outfitting shared public spaces in the POB. Examples include lighting and seating in lobbies, items for the auditorium, and exterior lighting, rigging, and signage.

The one-time increases are requested as two-year funding in order to provide the most effective and efficient means of phasing projects and tasks with renovation progress. It is critical that timing issues during the last months of the renovation do not jeopardize SAAM's ability to use funds wisely.

The Museum has an aggressive fundraising plan to raise private funds to complement its federal funding to ensure sufficient resources to reopen the Museum. Therefore, the FY 2006 requested amount is the barest minimum required to reopen the museum. If this request is not allowed, SAAM will not be able to reopen its museum in the POB in a way that will draw more visitors, reach out to a wide national audience, or provide the safest, most efficient, and most accessible home for its national collection.

By the scheduled reopening date, SAAM will have been closed for six and a half years, an incredibly long period for a public institution. In the meanwhile, SAAM has worked to maintain a national presence by circulating exhibitions, maintaining an award-winning website, and presenting some of its collection at the Renwick Gallery, all with the promise of reopening in 2006 in expanded galleries with dynamic programs that take advantage of new facilities. If funding is not provided to prepare the renovated galleries in

POB for the permanent collection objects to be displayed, and to move those objects to the POB, then those efforts will be for naught. More importantly, it will blur the significance of the renovation of one of Washington's finest landmark buildings, and showcase for America's art and artists. Likewise, it will destroy the goodwill of SAAM's major donors who funded POB enhancements with the understanding that their generosity would bring American art to many more people, and in new and exciting ways.

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel, fundraising, and other related costs. Donor/sponsor designated funds provide support for specific programs and projects. Exhibitions and education programs receive support from individuals, foundations, and corporations, a number of whom have given significant gifts toward SAAM's Capital Campaign.

NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	165	21,470	36	4,384	16	5,272	23	3,257
FY 2005 ESTIMATE	184	16,262	33	4,358	13	3,949	10	2,860
FY 2006 ESTIMATE	184	16,596	33	4,358	13	3,949	10	2,860

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	53	4,892	53	4,993	0	101
Expand a national outreach effort	12	977	12	997	0	20
Improve the stewardship of national collections	53	4,083	53	3,838	0	-245
Deliver the highest quality visitor services	7	619	7	619	0	0
Strengthened Scientific Research:						
Strengthen capacity in science research	2	306	2	306	0	0
Conduct focused scientific research programs that are recognized nationally and internationally	6	652	6	652	0	0
Develop the intellectual component of the collections by performing collections-based studies	23	2,450	23	2,450	0	0
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	19	1,442	19	1,900	0	458
Modernize the Institution's information technology systems and infrastructure	9	841	9	841	0	0
Total	184	16,262	184	16,596	0	334

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to preserve and display aeronautical and space-flight equipment and data of historical significance to the progress of aviation and space flight, develop educational materials and conduct programs to increase the public's

understanding of the development of aviation and space flight, and conduct and disseminate new research in the study of aviation and space flight and related technologies.

In FY 2006, the NASM will be operational as one museum with multiple locations: the flagship building on the National Mall, the Udvar-Hazy Center, and the Garber facility. The NASM provides access to the nation's aviation and space history to an average of 7 million on-site visitors per year on the Mall and to more than 140 million virtual visitors through our broadcast and Webcast educational programming. Between 1.5 and 2.5 million people are expected to visit the Udvar-Hazy Center per year.

For FY 2006, the budget estimate includes an increase of \$334,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Exhibitions — NASM's primary activities are aimed at meeting the goal of Increased Public Engagement. During FY 2006, NASM will open the *Air Transportation* gallery and continue planning the next two galleries, *Exploring the Planets* and *Human Space Exploration in the Shuttle/Space Station Era*. Other galleries will be evaluated for upgrades. Installation of new artifacts at the Udvar-Hazy Center will continue through FY 2007.

To ensure that the Museum exhibits meet the highest standards, NASM will expand its pilot exhibit evaluation program, which will allow NASM to test exhibit, educational, and public program concepts early in the development cycle. This will ensure that visitor and external organizational feedback is incorporated at the earliest and most cost-effective time.

Visitor Services — In FY 2006, NASM will expand its integrated website and on-site visitor information feature for the Udvar-Hazy Center. This feature will allow visitors to plan their visit on the Web, and to customize and extend their Museum experience—from pre-visit planning, to on-site Museum tours, to post-visit learning. Our work with regional tourism organizations continues to expand, with NASM providing a major anchor to regional programs. Visitor services programs will also be expanded at the flagship building and at the Udvar-Hazy Center. As the first museum to offer an expanded visitor services program within the Smithsonian Institution system, NASM offers an integrated visitor information/venue ticketing opportunity for visitors by providing time-ticketing for selected venues. Our visitor services model has been adopted by other Smithsonian Institution museums. In addition, the bus system supported by the Commonwealth of Virginia will be in its second year of providing transportation between the locations. During peak seasons, the bus service operates at near capacity. To notify visitors of the latest

information, we have installed an AM information radio station, WKWH (1660).

Education — As a national facility and regional destination, the Udvar-Hazy Center has a unique opportunity to work with the region and the Commonwealth of Virginia to support educational and cultural programs. Educational programming is divided into four components, each of which addresses a specific educational need that meets regional and national educational program requirements or provides outreach to underserved audiences. The Udvar-Hazy Center's successful "Teacher in Residence" program allows regional school systems to provide classroom educators to work with students on scientific and historical programs. From February through June 2004, the Udvar-Hazy Center hosted nearly 4,000 students who participated in inquiry-based, standards-aligned educational programming conducted in our classrooms. In addition, school-related programs support school groups visiting the Museum by supplying classroom materials and providing interactive opportunities through Discovery Stations, which have been very successful at the Museum's flagship building on the Mall. An expanded program at the Udvar-Hazy Center provides visitors with the unique opportunity to Stop, Look, and Discover historical materials, tools, and models related to specific artifacts and themes. National Electronic Outreach focuses on school-based distance learning. These programs continue to grow, with demands for improvement in both the quality and frequency of programs. In 2004, our work with Ball State University on a broadcast about the Wright Brothers resulted in a Telly, the premier award honoring outstanding local, regional, and cable TV programs and the finest video and film productions.

Public programming includes Family Days, designed to offer enriching educational experiences that enhance the museum visit and commemorate important events in air and space. These events are aimed at educating and inspiring parents to become more involved in cultivating their children's appreciation of aviation, space exploration, science, and history. Day camps and family workshops reach underserved audiences within the metropolitan Washington, DC area.

According to audience assessments, the number one element audiences would like to see at the Udvar-Hazy Center is interactive exhibits based on NASM's collections. These include experiments from the Mall Museum's How Things Fly gallery. During FY 2004 and the Mars missions, visitors to the National Mall and Udvar-Hazy Center had an opportunity to "drive" a rover model. In the future, other interactive exhibits may include a Space Shuttle Training simulator and Mission Control simulator, an interactive Spacelab module, or an aircraft training simulator. During FY 2004, 1,500 attended the first annual John Glenn Lecture at the Udvar-Hazy Center, with Sen. Glenn the first speaker. The final element of public

programming is self-guided tours, providing specialized content to meet different audience needs. The first test guides are planned for FY 2005 and will be expanded in FY 2006.

Collections, Curatorial and Scientific Research — To reach diverse national audiences, NASM has an active loan program of more than 600 aviation and space artifacts and electronic outreach efforts that result in more than 140 million hits on the website each year. In order to make information on the collection available to the public, the Museum is migrating collections information to a publicly accessible website. The curatorial databases that have been constructed contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means.

To achieve the goal of Strengthened Scientific Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration with an emphasis on Mars, and curates galleries and public offerings in the space sciences. During FY 2004, NASM scientists were activity involved in guiding Opportunity, one of the Mars rovers. With the emphasis on Mars as the next potential site with the possibility of extraterrestrial life, researchers are concentrating on studies related to the early Martian environment and are involved in NASA missions to that planet. NASM is also involved in other NASA missions, including Mars Reconnaissance Orbiter cameras and radar scheduled to survey Mars in FY 2006. We expect our work on Earth-based radar astronomy to continue through FY 2006.

Management — To achieve the goal of Enhanced Management Excellence, NASM has developed a single infrastructure to support the flagship building and the Udvar-Hazy Center. NASM relies on contracted facilities management, information technology, security, bus service, and parking for the Udvar-Hazy Center. We have found contracting to be a workable alternative when we cannot draw on central Smithsonian support services to operate at a remote site.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (53 FTEs and \$4,993,000)

- Complete and open *Hall of Air Transportation* on the National Mall
- Plan the upgrades to *Exploring the Planets* and gallery, including draft script and designs

- Provide curatorial input to continuing upgrades of Udvar-Hazy Center exhibits, including at least two small object cases and two exhibit stations
- Install two exhibit kiosks, barriers, and exhibit cases at the Udvar-Hazy Center in either the Aviation or Space Hangars
- Develop a major new exhibit on the history, technology, and operations of the Space Shuttle and the International Space Station

Expand a national outreach effort (12 FTEs and \$997,000)

- Implement three educational programs and scholarly events relating to aviation, space history, and planetary science through involvement with school systems and partnerships with organizations
- Prepare two new teaching posters, self-guided tour materials, docent-training materials, and related Museum-based presentation materials. One poster and self-guided tour will focus on the new *Hall of Air Transportation*
- Develop an expanded educational program for families and underserved audiences including Family Days, camp days, and special summer programs with a focus on our new *Hall of Air Transportation*
- Expand our “Teachers in Residence” program to attract more students to the Udvar-Hazy Center.
- Develop an interactive educational program including Discovery Stations at the Udvar-Hazy Center
- Develop a strong distance-learning electronic outreach program through regularly broadcasted programming and Webcasting by broadcasting events over the Internet. Expand our Webcasting capabilities through the Fairfax County school system

Improve the stewardship of the national collections (53 FTEs and \$3,838,000)

- Continue collections preparation and move up to nine major space and nine major aeronautical artifacts to the Udvar-Hazy Center

Deliver the highest quality visitor services (7 FTEs and \$619,000)

- Develop the Web-based interactive concept, allowing visitors to plan their visits online before arriving at the Museum
- Expand visitor services by offering new self-guided tours programs
- Support other Smithsonian Institution museums implementing visitor services programs

Strengthened Scientific Research

Strengthen capacity in science research (2 FTEs and \$306,000)

- Increase emphasis on Mars research by gaining at least two new competitive research grants
- Support 3–5 persons in research, using competitively reviewed proposals and grants

Conduct focused scientific research programs that are recognized nationally and internationally (6 FTEs and \$652,000)

- Provide outreach for Mars missions that will be shown to the public through video displays both on monitors in the Museum and on NASM's website
- Publish at least four peer-reviewed professional papers documenting the role of Mars' tectonic and climate history
- Use Mars Odyssey and Mars Global Surveyor data to understand the geologic history of Mars by analyzing data against similar Mars studies and relevant information on Earth's geological history

Develop the intellectual component of the collections by performing collections-based studies (23 FTEs and \$2,450,000)

- Collect at least three significant artifacts in space history and undertake their proper conservation, documentation, display, and interpretation
- Provide leadership among science/technology and aerospace museums by spearheading efforts to develop a National Standards and Collections Strategy and by raising awareness and support through the Mutual Concerns of Air and Space Museums Conference

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (19 FTEs and \$1,900,000)

- To provide state-of-the-art facilities and security support, manage facilities integration, including prime and subcontractors and security outsourcing contracts for the Udvar-Hazy Center
- Maintain an excellent working relationship with NASM stakeholders, including federal, state, local, and business constituencies, by providing briefings at least annually

Modernize the Institution's information technology systems and infrastructure (9 FTEs and \$841,000)

- Provide state-of-the-art information on the collections by adding documentation to 30 artifacts and upgrading the collection information system as NASM continues move to Udvar-Hazy Center
- Continue leading the migration of the Smithsonian Institution's e-mail system to Microsoft Exchange/Outlook and begin work on the Smithsonian Institution's file and print server consolidation

NONAPPROPRIATED RESOURCES—General trust funds provide support for research, education, exhibitions, and fundraising, including salaries and benefits. Donor/sponsor designated funds provide support for costs related to specific programs and projects. Fundraising is under way for Phase II of the Udvar-Hazy Center, as well as for our future galleries. Government grants and contracts provide support for other scientific and research activities.

NATIONAL MUSEUM OF NATURAL HISTORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	405	42,798	8	2,242	25	14,006	15	3,664
FY 2005 ESTIMATE	438	42,177	9	2,256	29	7,294	17	5,312
FY 2006 ESTIMATE	438	44,063	9	2,301	29	7,440	17	5,418

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	50	4,941	50	5,044	0	103
Expand a national outreach effort	58	5,128	58	5,235	0	107
Improve the stewardship of the national collections	158	13,987	158	15,279	0	1,292
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	146	15,412	146	15,739	0	327
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	10	1,080	10	1,102	0	22
Modernize the Institution's information technology (IT) systems and infrastructure	12	1,218	12	1,244	0	26
Execute an aggressive, long-range Smithsonian facilities program	2	199	2	204	0	5
Ensure safety and protection of facilities, national collections, staff, visitors, and volunteers	2	212	2	216	0	4
Total	438	42,177	438	44,063	0	1,886

BACKGROUND AND CONTEXT

The mission of the National Museum of Natural History (NMNH) is to inspire curiosity, discovery, and learning about nature and culture through

outstanding research, collections, exhibitions, and education. Building upon its unique and vast collections and associated data, field research stations, specialized laboratories, and internationally recognized team of staff scientists, research associates, federal agency partners, and fellows, the Museum provides fundamental research information to a wide array of constituencies ranging from federal agencies to the public. The Museum's particular strengths are in the following three Smithsonian Science theme areas: formation and evolution of Earth and similar planets, discovering and understanding life's diversity, and studying human diversity and cultural change. The Museum's research provides new understanding and relevance to broader national and international science agendas, looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

The Museum's stewardship of its collection of more than 125 million natural science specimens and artifacts is at the core of its mission. This collection, the largest of its kind, is an unparalleled resource for collections-based research on the diversity of life on Earth, including plants, animals, fossils, minerals, and human artifacts. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policymakers worldwide.

The results of NMNH's first-class research support its exhibitions and educational outreach. As one of the most visited museums in the world, NMNH provides diverse public audiences with exciting and informative presentations on every aspect of life on Earth. Through affiliations and partnerships, the Museum takes its science and public programs beyond the National Mall to other museums and nontraditional exhibition venues, such as libraries, schools, and universities. With a growing network of interactive websites, the Museum is transforming itself into a true electronic classroom, potentially accessible to everyone.

The FY 2006 budget estimate includes \$1,000,000 restoration for the mandated Repatriation Program that is justified in the Non-recurring Costs section of this budget, and an increase of \$886,000 for necessary pay for existing staff justified in the Mandatory section.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to replace outdated exhibits with a stimulating program of integrated, multidisciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2006, NMNH is committed to continue renovating its permanent halls and

offering new temporary exhibitions each year. NMNH will complete design for the renovation of one major permanent exhibition, the Ocean/Marine Hall, totaling 24,000 square feet of exhibition space. The temporary exhibitions planned for 2006 include *Lewis and Clark, Vanished Kingdoms*, and *Metraux: From Field Work to Human Rights*, fulfilling the Museum's commitment to change 15 percent of available exhibit space annually. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The excitement and effectiveness of NMNH exhibitions and presentations can be seen in their popularity with family audiences. In FY 2004, NMNH hosted nearly five million visits.

In FY 2006, the Museum's commitment to education will continue through support for ongoing programs, an extensive national/international network that includes traveling exhibitions, interactive electronic classrooms and field trips, and its website. These outreach efforts serve millions of visitors each year, nationally and internationally. In FY 2006, NMNH will develop and broadcast four electronic field trips to 100,000 students in more than 15 states in cooperation with local school districts and television studios, hold teacher training sessions, prepare new curriculum packages for educators, and continue to upgrade the website to provide additional educational programs.

The Museum's collections serve as the foundation of NMNH research. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations while also supporting their use for critical ongoing research. In FY 2006, NMNH will focus on adding more specimens into the electronic catalogue for scientists and work toward making these invaluable and unique assets available to all researchers, policy makers, and the public over the Web; complete digitization of the Museum's collection of type specimens for plant species and begin digitization of other selected plant collections; complete incorporation of the S. L. Wood Collection, a unique collection of bark beetles with more than 125,000 specimens; and update an inventory of DNA collections, including implementation of a pilot project for DNA barcoding.

To meet the goal of Strengthened Scientific Research in FY 2006, NMNH will build upon its updated strategic plan linked to the Smithsonian Science Plan, and focus on initiatives related to new insights in geology, paleobiology, systematics, evolutionary biology, ecology and its relationship to biodiversity, and anthropology. Increasing the number of digitized specimens will enable researchers to leverage the knowledge inherent in the diverse collection to address many of today's pressing issues regarding invasive species, vector diseases, and the impact of humans on biodiversity and climate. Publications will have a more integrated quality, synthesizing

insights from all viewpoints of the Museum on pressing national and international topics.

NMNH is committed to expanding the training of future generations of scientists by increasing the number of its postdoctoral fellowship awards and providing an entry-level experience for the most talented undergraduates in the natural history sciences. Collaboration with foreign students and colleagues from overseas will continue to be emphasized in order to broaden the international science network.

In FY 2006, the goal of Enhanced Management Excellence will be addressed in part by supporting construction of a new facility to rehouse collections preserved in alcohol currently located on the Mall into a state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC). This facility will ensure that the alcohol collection will continue to be available for research in a facility that meets fire and safety codes. Additional focus in FY 2006 for the Natural History Building on the Mall will continue to be the renovation of major building systems and improving security in the building.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (50 FTEs and \$5,044,000)

- Complete 95 percent of the design and script for the Ocean Hall exhibit, keeping on schedule with a September 2008 opening of the 24,000 square feet of exhibition space. This is the largest renovation of public space at the Museum in 40 years
- Open temporary exhibitions *Lewis and Clark* and *Vanished Kingdoms*, fulfilling our commitment to change 15 percent of available exhibition space annually
- Open *Metraux: From Fieldwork to Human Rights*, fulfilling our commitment of 2,500 square feet dedicated to making the most up-to-date NMNH anthropological research available to the public
- Continue the ongoing program *Forces of Change*, a collaboration with the National Oceanic and Atmospheric Administration (NOAA), National Science Foundation (NSF), and National Aeronautics and Space Administration (NASA), by opening *Soil: Going Underground*, one of four study case exhibitions

Expand a national outreach effort (58 FTEs and \$5,235,000)

- Broadcast four science video lecture series to 100,000 students in more than 15 states and increase the number of teacher training manuals available on the NMNH website by 50 percent
- Prepare and distribute 5,000 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2006
- Increase the distribution of the Electronic Educators' Newsletter by 100 percent to a total distribution of 10,000 educators
- Produce middle-school and high-school curriculum packages on *Human Evolution: Fossil and Archaeological Evidence*, which would include virtual field trips to Smithsonian field sites in Kenya and China
- Upgrade the existing Arctic Studies Center website to provide additional educational programs for Alaskan and circumpolar archaeology and ethnology, including community archaeology programs in Labrador
- Continue to implement the legislatively-mandated responsibilities of repatriating skeletal remains and associated objects

Improve the stewardship of the national collections (158 FTEs and \$15,279,000)

- Complete removal of more than 2,000 objects from four existing anthropology exhibits at NMNH, complete inventory of this material, and provide conservation treatment for at least 15 percent of the items prior to returning them to storage in preparation for the new Ocean Hall
- Make at least 500,000 records of paleobiological, entomological, zoological, and anthropological specimens and objects and associated data universally available on the Web
- Complete image digitization of collection of type specimens for plant species (which represents 95,000 type specimens) and begin image digitization of other selected plant collections. This project has reduced the lending of type specimens by 80 percent, helping to preserve these irreplaceable specimens from stress and over-handling while increasing their visual accessibility
- Continue digitization of primary type collection for insects and make them available on the Web to facilitate research on insects worldwide
- Complete incorporation into the National Collections of the S.L. Wood Collection, a unique collection of bark beetles with more than 125,000 specimens and particular strength in the Western Hemisphere, and the Ullrich Collection, a unique collection of true bugs (with more than 125,000 specimens) with particular strength in the Eurasian, Southeast Asian, and Egyptian species

- Update and expand database records for 50 percent of the holdings in the National Mineral Collection
- Update inventory of DNA collections and assess results from a pilot project on samples that were preserved using different methods to recommend best practices for future preservation and recovery of DNA
- Initiate migration of records from the in-house Transaction Management system into the KE Electronic Museum (EMu), a commercial application software for multimedia. Transaction Management records document ownership and custody of NMNH's collections as well as objects and collections on loan

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized for their relevance, quality, and performance (146 FTEs and \$15,739,000)

- Implement NMNH's strategic plan linked to the Smithsonian-wide Science Enterprise plan, focusing on three fundamental themes: (1) formation and evolution of Earth and planets; (2) discovering and understanding life's diversity; and (3) understanding human diversity and cultural change

Theme: The Formation and Evolution of Earth and Other Planets

- Complete long-term studies of the explosive volcanism and structure of the Kilauea volcano in Hawaii
- Conduct research on asteroid differentiation and geochemical consequences for carbon, and alteration in Martian meteorites
- Study the history of coral reefs in the Caribbean and New Guinea to determine the vulnerability of these ecosystems to climate change
- Using a multi-year collaborative grant from the NSF, continue testing and modeling of the consequences of global greenhouse warming 55 million years ago
- Continue to examine drilling cores in Tanzania for evidence of the tropical marine temperatures at low latitudes during the polar cooling that led to the first Cenozoic buildup of the Antarctic ice sheet

Theme: Discovering and Understanding Life's Diversity

- Determine the large-scale evolutionary relationships among birds, plants, and spiders as part of collaborative research projects in the NSF-funded *Tree of Life* initiative. The primary goal of the *Tree of Life* initiative is to produce a robust phylogeny of all oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies

- Continue studies of deep-sea invertebrates from the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to a diverse but still largely unknown community of animals. This research is done in collaboration with NOAA and with Texas A&M University at Corpus Christi
- Continue molecular-phylogenetic and population-genetic studies of and develop checklists for identification and inventories for various plant families, with emphasis on plants occurring in the Pacific, northern South America, the Caribbean, Southeast Asia, and specific marine environments
- Continue biodiversity surveys of freshwater and estuarine rainforest habitats in Vella Lavella, Gizo, New Georgia, Rendova and Guadalcanal Island
- Conduct research into the recovery of therapeutic uses of plants in classical antiquity for possible integration into contemporary research on natural medicines

Theme: Understanding Human Diversity and Cultural Change

- Initiate a collaboration with NSF and National Endowment for the Humanities to preserve and make accessible archival materials on endangered languages in support of an interagency effort in Endangered Languages Program
- Organize scientific conferences on “Early European People of the Chesapeake” and “Underwater Archeology and Movements of Early Human Populations”
- Complete manuscript submissions for *Handbook of North American Indians* volume, “Origins, Environment, and Populations”
- Continue ongoing collaborative fieldwork by staff from the Anthropology and Botany Departments, studying the cultural survival of the reindeer herders of northern Mongolia in relation to climate and pasture changes as they relate to the survival of the reindeer herds
- Publish a volume exploring North Atlantic connections in the early peopling of the Americas
- Continue ongoing research into life, death, and the circumstances surrounding them in 17th century Jamestown, Virginia
- With funding from the NSF, continue research into the spread of the earliest humans from Africa and Asia
- Conduct research into how and when human beings first processed and cultivated cereal grains, illuminating how the human species went from being primarily hunter-gatherers to becoming farmers

Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (10 FTEs and \$1,102,000)

- Train 100 percent of staff responsible for financial, budget, procurement, and human resources transactions to implement the new Enterprise Resource Planning system (ERP) as it is deployed
- Implement actions to respond to internal findings as a result of the year-long, in-depth, self-study and preparation conducted for 2005 American Association of Museums (AAM) national re-accreditation of the Museum
- Recruit, hire and train staff to perform core administrative functions
- Implement the NMNH strategic plan and annual performance activities and ensure that these efforts are linked to the Smithsonian Science strategic plan

Modernize the Institution's information technology (IT) systems and infrastructure (12 FTEs and \$1,244,000)

- Maintain desktop support and application server support for NMNH functions
- Working with resources provided by central Smithsonian IT office, replace desktop computers on four-year cycle
- Ensure that 100 percent of users of the ERP have compatible hardware and software to support all transactions

Execute an aggressive, long-range Smithsonian facilities program (2 FTEs and \$204,000)

- Provide curatorial and technical support for continuing renovation of the Natural History Building and the occupation of a new facility at MSC to rehouse collections preserved in alcohol
- Provide oversight and review of the Natural History Building's long-term facilities heating, ventilation and air-conditioning (HVAC) efforts and renovation and restoration of public exhibit spaces

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (2 FTEs and \$216,000)

- Through extensive inspection and training efforts, provide the highest quality safety program for NMNH to continue to reduce identified safety problems and ensure that new problems do not develop

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes \$1,000,000 restoration for the mandated Repatriation Program. Justification for this increase is included in the Non-recurring Costs section of this budget. The budget estimate also includes an increase of \$886,000 for necessary pay for existing staff justified in the Mandatory section.

NONAPPROPRIATED RESOURCES

General trust funds provide support for salaries and benefits of administrative personnel, development and business activities, and other program-related costs. The Museum raises funds from private sources to support research, public programs, and administrative functions. This includes raising funds for special events to promote new exhibitions and educational initiatives, and public outreach through the news media. Donor/sponsor designated funds are critical to supporting exhibition hall renovation, such as the major gift to build the new *Kenneth E. Behring Family Hall of Mammals*, which opened in November 2003. Another example is the Hunterdon endowment, which provides all operating support for the Smithsonian Marine Station in Fort Pierce, Florida. The endowment also supports research in the biodiversity, life histories, and ecology of marine organisms in the coastal waters of Florida by almost 50 scientists each year, including staff from NMNH, Smithsonian Environmental Research Center, Smithsonian Tropical Research Institute, and collaborators from universities across the country. Four years of funding from the National Institutes of Health focuses on recovering the therapeutic uses of plants in classical antiquity (5th century B.C. to 2nd century A.D.) for possible integration into contemporary research on natural medicines. The resulting comprehensive computerized database, the first on this topic, will be made available to scientists and scholars worldwide. The Museum was awarded 88 competitive grants and contracts in FY 2004 (63 new grants and continuation of 25 previously awarded multiyear grants), totaling \$21.1 million (\$19.3 million in new awards and \$1.8 million from continuation of previously awarded grants) to support research in a number of areas, many to enrich the information available on the Museum's valuable biological collections for use by other agencies, and to support education and exhibition projects, including funding for the new Ocean Hall, and funding from the Sloan Foundation to promote international collaboration on the DNA "Barcode of Life".

NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	236	19,531	2	636	18	5,778	5	684
FY 2005 ESTIMATE	201	17,576	2	505	24	5,456	5	600
FY 2006 ESTIMATE	210	20,194	2	486	24	4,625	5	600

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	103	8,420	107	9,510	4	1,090
Expand national outreach	5	357	2	244	-3	-113
Improve the stewardship of the national collections	47	4,536	52	5,809	5	1,273
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	28	1,973	29	2,021	1	48
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	18	2,290	20	2,610	2	320
Total	201	17,576	210	20,194	9	2,618

BACKGROUND AND CONTEXT

The mission of the National Zoological Park (NZN) is to serve as the nation's zoo, providing leadership in conservation science. NZN's 10-year vision is to inspire, train, and empower each generation to care for animals and conserve wildlife. It takes people to save wildlife. Therefore, NZN connects people with wildlife through exceptional animal exhibits, explores solutions through science-based programs, builds partnerships worldwide, and shares its discoveries. The Zoo educates and inspires diverse

communities so they become part of this commitment to celebrate, study, and protect animals and their habitats.

Consistent with the overarching objectives of the Institution, NZP has established specific goals and performance measures for the future. To achieve the objective of Increased Public Engagement, the Zoo will offer compelling first-class exhibits, judiciously build, refine, and care for the animal and plant collection, and expand educational and science outreach as well as professional science-based programs. Also toward this goal, the Zoo will execute an aggressive, long-range facilities maintenance and revitalization plan that ensures optimal safety and protection of facilities, collections, visitors, staff, and volunteers, while supporting modern exhibition and scientific program goals.

To meet the goal of Strengthened Scientific Research, NZP will continue to develop strategic partnerships that integrate science planning to improve science outreach and scientific excellence in veterinary medicine, reproductive sciences, and conservation biology. Under the new Smithsonian Strategic Science Plan, the Zoo will pursue focused research on life's diversity, including partnership-based and multidisciplinary studies of extinction-prone species and their habitats. To achieve the goal of Enhanced Management Excellence, the Zoo will improve human resources management by continuing to put emphasis on supervisory training; encouraging career development; and carefully tracking progress in addressing recommendations from the National Academy of Sciences through a strengthened performance management system.

Inspections by the United States Department of Agriculture (USDA) and the American Zoo and Aquarium Association (AZA), and the interim and final reports on animal management, issued by the National Academy of Sciences (NAS) in February 2004 and January 2005, noted improvements needed in several areas for NZP: 1) Animal welfare and staff safety (includes staff inoculations and increasing the number of animal keepers to more adequate levels in areas of concern noted by the local American Federation of Government Employees [AFGE] union and the NZP safety committee); 2) Centralized Commissary (includes animal food, health, and safety) as recommended in the NAS interim report; and 3) Enhanced training program for animal keepers; 4) Standardization in record-keeping; and 5) Exhibit improvements, including maintenance and upgrades of exhibit facilities to meet recommended national standards. A recent example of the latter exhibit upgrade is the renovation of the rhino yard to accommodate the Zoo's growing bull elephant, which is much stronger than our adult elephant cows.

For FY 2006, the estimate includes an increase of 9 FTEs and \$2,618,000 to improve animal health management infrastructure; to support system implementation and administration of the Zoological Information Management System (ZIMS); and to maintain and upgrade exhibit facilities. The increase also includes \$344,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NZP will continue to devote significant resources to its animal exhibits and the care of the animals in the Zoo—as both are essential for the overall health and safety of the animal collection—as well as to ensure a high-quality visitor experience. A major portion of the NZP staff and budget will continue to be used to provide state-of-the-art medical care, nutrition, husbandry, and environments for all NZP animals.

Animal exhibits will continue to be improved using the strategy of customizing or tailoring exhibit spaces that reflect the specific needs of the animal species, particularly their overall welfare and behavioral needs. Behavioral biology, natural history, and personal history of animal species will be incorporated to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment; support behavioral, nutritional, or reproductive studies; and provide zoo visitors with an inspiring and educational experience. Staff continues to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. In FY 2004, the website attracted 8.98 million visitors, an increase of 6.85 million over 2003.

A number of aging or failed exhibit areas continue to be revitalized as NZP continues renovating and modernizing the Zoo. Kids' Farm opened up a new two-acre exhibit area of the Zoo in June 2004 and is especially popular with young children. The first phase of the *Asia Trail* is under construction with opening scheduled in FY 2006. It will provide homes for animals from the Asian subcontinent, most of which are endangered in their native habitats. These include sloth bears, clouded leopards, fishing cats, red pandas, Japanese giant salamander, and giant pandas. The design of the second phase of *Asia Trail*—new housing and yards for our Asian elephants—is scheduled to be completed in FY 2005. The Zoo will continue to incorporate and link science into existing and new exhibits, while increasing the visibility and scope of its conservation efforts through demonstrations, the website, and the media.

To achieve the goal of Strengthened Scientific Research, NZP will continue to devote resources to addressing significant scientific and conservation issues dealing with key species and critical habitats through studies of animals in the field and in captive environments. Guided by the new SI Science Strategic Plan and the NZP Strategic Plan, NZP will continue the planning process to enhance the integration of science and education with exhibits, the animal collection, education programs, and facilities. For example, scientific, curatorial and veterinary staff are working together to study the veterinary medicine, reproductive patterns, behavior, habitat use, interaction with people, and population of a number of different endangered species—such as the Asian elephant—in captivity and the wild. Studies such as these are applied to improve the management of populations of endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. NZP will continue to share this research to a wide range of scholars, university researchers, and field biologists, and to participate in exhibit planning, educational programs, and media opportunities. NZP will continue to invite research participation and collaboration by students and outside colleagues, to increase our capacity for scientific research and seek funding to support infrastructure and associated overhead costs, and to provide opportunities in science-based professional training programs. Such training contributes to placing the Smithsonian Institution at the center of international scientific advancement. Publication of the textbook *Primer on Conservation Genetics* by an NZP scientist in 2004 provides an example of how individual research results flow into synthetic reviews, which provide the basis for the next generation of training.

To achieve the goal of Enhanced Management Excellence, NZP will move toward a customer-centered and results-oriented management style. NZP will aggressively execute its strategic plan and long-range renewal plan and continue its modernization and improvement programs in the areas of animal nutrition, including food distribution, pest management, training, records management, and information technology. Infrastructure support to the animal exhibits remains a round-the-clock operation to ensure the safety and well-being of the collection, visitors, facilities, and staff. NZP supervisors and staff will receive increased opportunities for training, and will be encouraged to work together in carrying out any improvements recommended in the final report of the NAS issued in January 2005. NZP will continue to work closely with the USDA and relevant District of Columbia agencies to ensure animal and human health and safety. The Zoo's master planning efforts, begun in January 2005, will incorporate the strategic plan, collection and exhibit plans, and visitor amenities to help prioritize facility renovation and improvements at both Rock Creek and Front Royal.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (107 FTEs and \$9,510,000)

- Provide oversight and review of the following two key facilities' revitalization projects: Construction of a new elephant facility and completion of the first phase of Asia Trail to provide modern housing for sloth bears and other Asian animals
- Improve signage and increase custodial services throughout the Zoo to improve the visitor experience, reducing visitor complaints
- Upgrade and increase the Zoo's popular animal Web cams based on Web visitor surveys to improve service. Web cams will be added where surveys show the most visitor interest
- Increase the animal collection by 8–10 percent with an aggressive breeding program and acquisitions from outside sources for new species not currently in the collection, built upon a collection plan that integrates the Zoo's science and education goals with exhibition and facility planning
- Develop a business plan to assess the feasibility of opening portions of the Front Royal facility to the public on a full cost-recovery basis for scheduled periods throughout the year
- Incorporate at least two videos and one live Web cam feed from the field into public exhibitions and the public website www.nationalzoo.si.edu

Expand national outreach (2 FTEs and \$244,000)

- Re-establish curatorial internships and increase fellowship appointments by at least one position
- Coordinate all education programs offered by NZP and Friends of the National Zoo (FONZ) to families, children, school groups, and teachers to ensure they are science-based and reach new audiences, particularly focused on the District of Columbia and other local school districts. In FY 2004, 220 teachers and 14,850 students were reached through teacher workshops

Improve the stewardship of the national collections (52 FTEs and \$5,809,000)

- Complete preparation of existing animal data for conversion to implement the Zoological Information Management System
- Continue monthly preventive medical exams for appropriate animals at both Rock Creek Zoo and Front Royal Conservation Research Center
- File and retain 100 percent of animal care records in accordance with standards implemented in July 2004

- Meet the nutritional needs of the collection through careful monitoring of diets and improved quality control of daily feedings
- Continue to update and maintain animal diet database in accordance with AZA and other appropriate standards
- Hire staff to fully implement commissary centralization by the end of 2007
- Fully implement Zoo-wide integrated pest management at Rock Creek in partnership with qualified contractors. Assess the opportunity for improving hay production at the Front Royal facility as a full-cost-recovery operation, yielding higher quality hay over a longer growing season

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (29 FTEs and \$2,021,000)

Theme: Discovering and Understanding Life's Diversity

- Expand strategic partnership in science by increasing NZP involvement with university education such as that implemented with George Mason University in FY 2004
- Work with federal agencies, universities, and nongovernment organizations, including the AZA, to provide professional training in ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, reproductive biology, conservation genetics, and wildlife management. Provide training to diverse audiences including government agency and non-government agency staff in the United States and internationally, as well as undergraduate students, graduate students, postdoctoral fellows and veterinary residents, and conservation field workers (e.g., staff in parks)
- Serve as expert technical advisors to recovery programs for threatened species such as California condor, black-footed ferret, desert tortoise, Mexican wolf, and Pacific island birds, with input from the Fish and Wildlife Service on U.S. priorities
- Provide leadership in furthering the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management
- Increase our collection-based research on Asian elephants, Giant Panda, Kori bustards, and cheetahs
- Share research results with the global scientific community by publishing more than 100 peer-reviewed technical publications annually
- Train at least 10 postdoctoral fellows and 30 graduate students annually in reproductive sciences and conservation biology

- Establish a Smithsonian pan-Institution Center for Conservation Biology, and collaborate with partners in the National Ecological Observatory Network (NEON) to establish a Mid-Atlantic Regional Ecological Observatory (MAREO) funded by the National Science Foundation
- Increase integration of zoo and field-based research to improve our overall impact on conservation and education
- Continue to integrate science at NZP with the animal collection, exhibits, and education, especially through the planning and implementation of Asia Trail. Asia Trail serves as a model for science integration, as evidenced through visitor surveys
- Continue *in situ* and *ex situ* research on surveillance of wildlife health, wildlife disease, emerging infectious diseases, and the interface between wildlife, domestic animals, and human health, a federal research priority area. Such research shall be enhanced by the data available through ZIMS

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (20 FTEs and \$2,610,000)

- Assess and enhance the skills of staff, supervisors, and managers to increase their effectiveness
- Aggressively implement the NZP strategic plan in concert with the overall SI plan and Science Plan by meeting 100 percent of monthly goals
- Provide oversight and review of NZP facilities projects under way and support master planning efforts

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of 9 FTEs and \$2,618,000. Included is an increase of \$344,000 for necessary pay for existing staff that is justified in the Mandatory Costs section of this budget. The program increase of 9 FTEs and \$2,274,000 provides resources to improve animal health management infrastructure, support system implementation and administration of the Zoological Information Management System (ZIMS), and maintain and upgrade exhibit facilities. The programmatic increases follow:

- (+ \$915,000, + 3 FTEs) This increase is requested to enhance animal welfare and staff safety. Funding will be used to hire a Senior Animal Keeper and two wage-level Animal Keepers for the Lion and Tiger House and the Elephant House (\$209,000). The AFGE local union expressed concern regarding staff safety in high-risk locations, and NZP must comply with new standards requiring handling of elephants from a

distance, as well as use of certain restraints. Funding is requested to purchase supplies and materials to handle the animals and provide for keeper safety, and improve communications between keepers stationed in different buildings (\$512,000). Funding is also requested to support the daily operations of the National Zoo, including office support, trash containers to reduce pests, and basic supplies and equipment, such as trailers to move large animals (\$182,000). Current base funding levels are not sufficient to maintain and upgrade exhibit facilities to meet mandated national standards and to address recommendations made in the 2003 AZA accreditation report. An additional \$12,000 will be used to purchase materials to refresh exhibits with updated signage, lighting, cases, and adaptations for animal safety and enrichment.

- (+ \$1,188,000, +5 FTEs) This increase is requested to centralize commissary operations and address animal food, health, and safety requirements. Centralizing the commissary is critically important for monitoring and maintaining proper nutritional requirements for the Zoo's 2,700 animals, which represent 435 different species. To comply with the NAS recommendation, the budget request includes \$338,000 for an additional 5 FTEs to prepare and deliver the daily food requirements for the animals. The FTEs include: a Clinical Nutritionist; an Administrative Assistant; a Nutrition Lab Technician; a Dietary Technician; and a Commissary Foremen. In support of centralized commissary operations, an additional \$150,000 is also requested to purchase meat grinders, refrigerators/freezers, weighing and measuring implements, and storage containers. An additional \$700,000 is requested to buy animal food for a growing collection (\$550,000), to provide for zoonotic program inoculations and testing for staff working with animals (\$80,000), and to purchase animal medicine (\$70,000).
- (+ \$171,000, +1 FTE) This increase is to support the continued development of a modern ZIMS. The current system is obsolete and hard to use. ZIMS will provide a global, integrated, real-time, Web-based specimen and collection information system. The Administration's guidance on research and development priorities lists efforts that should receive special focus in budget requests. The data available through ZIMS will support the effort to track infectious diseases that may be transferred from wildlife to humans, such as occurred with West Nile Virus and birds. Implementation of ZIMS is a priority recommendation of the NAS panel. This request is to purchase hardware and software; train staff; hire a system developer to support system implementation and administration; and for operations and maintenance of ZIMS.

If the FY 2006 request is not allowed, NZP runs the risk of losing future accreditation and receiving citations from USDA. NZP will not be able

to provide the recommended level of animal care or comply with new standards for managing dangerous animals. Also, the management of the animals' nutritional requirements will continue to come from disparate sources, jeopardizing animal health and contributing to diet drift. The Zoo will be limited in its ability to provide basic preventive health care and proper medication when needed. Without funds for ZIMS implementation, NZP will have to defer the purchase of needed hardware and software; delay the training of staff and the implementation of ZIMS; and ignore the recommendation of the NAS for NZP to implement ZIMS as soon as possible.

NONAPPROPRIATED RESOURCES – General trust funds support salaries and benefits of personnel, general operational support to ensure adequate animal care, science outreach activities, and animal acquisitions. Donor/sponsor designated funds support costs related to specific programs and projects, such as conservation studies, research, and professional training. A large percentage of these funds will also supplement federal funding for renovating and modernizing the Zoo. Private donations for Asia Trail contribute to a portion of construction costs and support all exhibit interpretive design and implementation. Government grants and contracts support research on animal nutrition and reproduction and habitat studies of endangered species. NZP education, visitor services, and volunteer programs are funded almost exclusively by the Friends of the National Zoo.

SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	115	22,013	105	18,352	16	4,800	281	87,681
FY 2005 ESTIMATE	124	21,301	105	16,252	16	4,194	281	98,232
FY 2006 ESTIMATE	124	22,295	105	15,647	16	2,441	281	98,232

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
Expand a national outreach effort	5	784	5	801	0	17
Strengthened Scientific Research						
Conduct focused scientific research programs that are recognized nationally and internationally	115	19,881	115	20,834	0	953
Enhanced Management Excellence						
Modernize the Institution's information technology (IT) systems and infrastructure	1	304	1	313	0	9
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	158	1	165	0	7
Recruit, hire, and maintain a diverse workforce and promote equal opportunity	2	174	2	182	0	8
Total	124	21,301	124	22,295	0	994

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to conduct research to increase understanding of the origin and evolution of the universe and to communicate this information to the scientific community through publications; to students through teaching; and to the broader public via open presentations. SAO is the largest and most diverse astrophysical institution in the world. It has pioneered the development of orbiting

observatories and large, ground-based telescopes; the application of computers to astrophysical problems; and the integration of laboratory measurements, theoretical astrophysics, and observations across the electromagnetic spectrum. Observational data are gathered by instruments aboard rockets, balloons, and spacecraft, as well as by ground-based optical, infrared, and gamma-ray telescopes at the Fred Lawrence Whipple Observatory in Arizona, including the newly converted 6.5-meter Multiple Mirror Telescope; by an optical telescope at the Oak Ridge Observatory in Massachusetts; by the Submillimeter Array in Hawaii; by a small submillimeter telescope at the South Pole; and by a small millimeter-wave telescope in Massachusetts. Headquartered in Cambridge, Massachusetts, SAO is a member of the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory.

To achieve the goal of Increased Public Engagement, SAO will strengthen mechanisms to disseminate the results of its research to professional and lay audiences, and continue to conduct outstanding national programs of science education. SAO will address the goal of Strengthened Scientific Research by maintaining its leadership position in astrophysics through the high level of productivity of its permanent scientific staff and by promoting collaborations with visiting scientists and academic research institutions. The goal of Enhanced Management Excellence will be achieved by improving information technology (IT) infrastructure, ensuring administrative efficiency and staff commitment, promoting scientific collaboration and innovation, and maintaining a diverse workforce and culture of equal opportunity in all aspects of SAO's employment and business relationships.

For FY 2006, the estimate includes an increase of \$994,000 and no additional FTEs. Included are increases of \$352,000 for necessary pay for existing staff and \$642,000 for increased rent, both of which are justified in the Mandatory Costs section of this budget submission.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SAO is directing its resources to the production and delivery of educational services and products that are informed by SAO research about learning and that meet the educational needs of SAO's audiences. This sustained outreach effort gives SAO increased public coverage and recognition.

To meet the goal of Strengthened Scientific Research, SAO scientists make extensive use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and

operated by SAO located in Arizona and Hawaii, and space-based telescopes operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). These strategies enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe and questions about the formation/evolution of Earth and similar planets—two of the four science themes on which the Science Commission recommended the Smithsonian concentrate.

SAO scientists will continue to take a leadership role in these scientific areas by participating in or hosting national and international conferences (e.g., the American Astronomical Society, the International Astronomical Union, the Astronomical Data Analysis Software & Systems conference series) and by participating as keynote and/or invited speakers at such meetings. SAO scientists will also continue to publish in leading peer-reviewed journals such as the *Astrophysical Journal*, the *Astronomical Journal*, and *Astronomy & Astrophysics*.

The goal of Enhanced Management Excellence will be addressed by making IT infrastructure robust, reliable, and secure; maintaining a cooperative environment through communication and activities that underscore SAO's special mission and each staff member's contribution to its success; evaluating management officials and supervisors on their compliance with applicable equal opportunity laws, rules, and regulations and on their efforts to achieve a diverse workforce; and promoting and facilitating the use of small, minority, women-owned, and other underutilized businesses in SAO's procurement and business relationships. These management tools support and enhance SAO's scientific and educational mission. SAO will also improve its management by emplacing a Deputy Director for Administration trust employee who will centralize the oversight of the administrative and support departments.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (5 FTEs and \$801,000)

- Make up to 20 educational presentations at national, state, and local meetings and conferences
- Carry out teacher professional development in conjunction with the Annenberg Channel to reach: at least 1,000 channel licensees, including Public Broadcasting Service stations, cable access stations, schools, and universities; at least 80,000 schools; and at least 48,000 website hits to the channel workshops page per month
- Present five workshops or papers at educational research or practitioner conferences

- Support and evaluate the performance of the exhibition *Cosmic Questions: Our Place in Space and Time* as it travels through various museums across the country
- Carry out MicroObservatory operations, a telescope network, to reach 100 participating schools and take 20,000 images

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (115 FTEs and \$20,834,000)

Theme: Origin and Evolution of the Universe

- Maintain a high number (300) of publications in scholarly books and peer-reviewed journals
- Maintain the number (200) of presentations at professional meetings
- Provide databases and archives to scientific and public users
- Seek three nonappropriated dollars for every federal dollar spent to conduct research
- Continue to use the Chandra X-ray observatory to study energetic sources, such as black holes, and hot gases in the universe
- Use the Multiple Mirror Telescope (MMT) to determine the large-scale structure of the universe
- Use the Submillimeter Array (SMA) and instruments on the MMT to probe regions of star and planet formation such as giant molecular clouds and very young galaxies
- Develop the scientific program for the Very Energetic Radiation Imaging Telescope Array System
- Continue cutting-edge theoretical work on star and planet formation, on the early universe, on black holes and other regions of powerful gravitational fields, on planetary atmospheres, and on other related fields
- Continue the search for planets around stars, using SAO's arsenal of small telescopes via the transit method, radial velocity surveys, and interferometry

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$313,000)

- Actively participate in the implementation of the Enterprise Resource Planning (ERP) system

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (1 FTE and \$165,000)

- Continue to inform staff about SAO research discoveries and progress, scientific prizes and awards, Smithsonian directives, and

internal policies and procedures through quarterly town meetings and SAO-wide electronic messages as necessary

- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a competitive, peer-reviewed process

Recruit, hire, and maintain a diverse workforce and promote equal opportunity (2 FTEs and \$182,000)

- Increase candidate pools in order to recruit qualified minorities at 15 percent of total hires and qualified individuals with disabilities at 1 percent
- Continue to actively recruit qualified women
- Continue to provide maximum practicable opportunities in SAO purchases to small or disadvantaged businesses, veteran-owned, small or service-disabled veteran-owned businesses, HUBZone small businesses, and women-owned small businesses

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$994,000. Included are an increase of \$352,000 for necessary pay for existing staff and an increase of \$642,000 for increased rent, both of which are justified in the Mandatory Costs section of this budget submission.

NONAPPROPRIATED RESOURCES — SAO's unrestricted general trust funds come primarily from overhead charged on grants and contracts. SAO uses these funds to support administrative functions approved in the Indirect Cost Budget submitted to the Defense Contract Audit Agency and the Office of Naval Research as required by OMB Circular A-122 (Cost Principles for Nonprofit Organizations). SAO's donor/sponsor designated funds come primarily from restricted gifts from individuals, foundations, and corporations, which are earmarked for particular purposes; restricted endowment funds; and non-governmental grants and contracts. SAO's government grants and contracts receive the majority of their funds from government agencies for research in areas of SAO's expertise. SAO often conducts this research in cooperation with both governmental and academic institutions in the United States and abroad.

SMITHSONIAN CENTER FOR MATERIALS RESEARCH AND EDUCATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	24	3,047	0	12	0	1	0	10
FY 2005 ESTIMATE	27	3,184	0	15	0	8	0	5
FY 2006 ESTIMATE	27	3,251	0	15	0	2	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	3	534	3	545	0	11
Strengthen the high caliber of Smithsonian research in support of public programs	1	86	1	88	0	2
Improve the stewardship of the national collections	8	787	8	803	0	16
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized for their relevance, quality, and performance	15	1,777	15	1,815	0	38
Total	27	3,184	27	3,251	0	67

BACKGROUND AND CONTEXT

The Smithsonian Center for Materials Research and Education (SCMRE) is a multidisciplinary center for materials analysis that provides independent and collaborative support for all Smithsonian units' scientific research, and conservation development involving the study and preservation of museum objects, collections, and related materials of cultural or scientific importance. It serves as a unique resource for scientific and technical support to Smithsonian museums, as well as to the museum profession at

large. Its education and outreach programs serve a broad audience that includes the general public.

To achieve the goal of Increased Public Engagement, SCMRE will provide education and advance materials analysis and conservation technologies for the nation's museum community and interested public. In pursuit of Strengthened Scientific Research, SCMRE will focus on the study of materials, analytical protocols, preservation, and scientific support for all Smithsonian units.

For FY 2006, the estimate includes an increase of \$67,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SCMRE will aim its educational program at conservators and other collections care providers by offering colloquia, symposia, workshops, internships, and fellowships, as well as distance-learning opportunities. The Center's technical information office will continue to serve the museum community, the cultural heritage management community, museum studies students, and the general public—this last being an audience that is increasingly concerned with the preservation of family heirlooms and other artistic and historic collections. The technical information office answers direct inquiries and distributes general guidelines in printed or electronic format, handling more than 1,000 information requests annually. SCMRE's website will be maintained and updated to increase the impact of research and education. SCMRE will offer public programs in collaboration with other Smithsonian units and other institutions and affiliates on the national and international levels to present the results of SCMRE research, to heighten awareness of the problems of preservation of cultural heritage, and to gain information about the nature and scope of problems that our constituencies are encountering.

To achieve the goal of Strengthened Scientific Research, SCMRE will develop and test new conservation treatments, develop collaborative research projects with Smithsonian units, detect and slow deterioration and degradation processes in collections, improve understanding and preservation of modern materials, and detect, use, and preserve biological molecules in Smithsonian collections. A special research concern will be the preservation of natural history collections, including development of improved fluid storage media and protocols for treatment of various classes of biological specimens.

The Center will vigorously support the efforts of Smithsonian museums and research centers in their efforts to care for the national collections, produce new scientific discoveries, and disseminate that information to the public. SCMRE will actively pursue collaborative research projects with other Smithsonian units to meet these ends, especially by providing analytical services and art historical technical studies to the art and history museums, and by increasing technical and research assistance to the Science units. Through continuing communication and interaction with the Smithsonian museum conservators, special training needs and research projects will be identified and research and courses developed to address the most urgent preservation needs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (3 FTEs and \$545,000)

- Add 20 new pages and revise or update 100 pages for the Web and respond to more than 900 inquiries
- Offer three internships/fellowships to conservators and scientists

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$88,000)

- Provide advice and consultations (100/year), based on SCMRE expertise, on collections materials and objects in the Smithsonian collections and for Smithsonian Affiliates, the museum community, and the general public

Improve the stewardship of the national collections (8 FTEs and \$803,000)

- Respond to requests for analytical services (more than 500 analyses) from more than 50 percent of Smithsonian collecting units
- Advise and consult on collecting methods and specialized treatment protocols for objects in five Smithsonian units
- Conduct research, define standards, and develop analytical protocols in temperature, storage, and environmental issues for preservation of biomolecules in museum collections

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized for their relevance, quality, and performance (15 FTEs and \$1,815,000)

Theme: Understanding Human Diversity and Cultural Change

- Develop two new collaborative research efforts with other Smithsonian units
- Develop and test two new protocols for stabilizing natural history specimens and their DNA

- Test environmental factors that affect collection materials, and test models that will allow prediction of these effects (more than 200 analyses)
- Develop protocols for applying new methodologies for preservation and restoration of objects for aqueous varnish coating systems and for development of imaging and spatial analysis of objects
- Develop two protocols for contamination and biodeterioration issues of objects and buildings

NONAPPROPRIATED RESOURCES—General trust funds provide support for research and education activities. Donor/sponsor designated funds and grants provide support for costs related to specific programs and projects in research, education, and outreach. The Samuel H. Kress Foundation continues to support the archaeological conservation training program.

SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	34	3,068	4	513	5	1,055	53	5,234
FY 2005 ESTIMATE	35	3,006	5	452	9	1,015	63	5,500
FY 2006 ESTIMATE	35	3,065	5	500	9	1,045	73	5,800

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	6	0	6	0	0
Develop and bring first-class educational resources to the nation	1	79	1	81	0	2
Strengthened Scientific Research						
Conduct focused scientific research programs that are recognized nationally and internationally	27	2,369	27	2,415	0	46
Enhanced Management Excellence						
Strengthen an institutional culture that is customer-centered and results-oriented	4	389	4	395	0	6
Modernize the Institution's financial management systems and functions	3	163	3	168	0	5
Total	35	3,006	35	3,065	0	59

BACKGROUND AND CONTEXT

The Smithsonian Environmental Research Center (SERC) is a leader in the research on land and water ecosystems in the coastal zone. SERC's innovative research and unique setting advance basic environmental science in the zone where the majority of the world's population lives, and provides society with the knowledge to solve the environmental challenges of the 21st century.

To achieve the Institution's goal of Increased Public Engagement, SERC's public education and outreach program interprets and presents SERC's scientific research to diverse public audiences, which include schoolchildren and science teachers, students and visiting scientists developing professional careers in the environmental sciences, and the general public. To achieve the goal of Strengthened Scientific Research, SERC uses its unique site on the shore of Chesapeake Bay and other sites, including the Smithsonian Marine Science Network, to investigate the ecological interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes, with comparative studies on regional, continental, and global scales. To accomplish Enhanced Management Excellence, SERC will update management systems and functions, advance construction of its long-term Facilities Master Plan through completion of its Visitors' Housing complex, and ensure safety and protection of staff, fellows, volunteers, and visitors.

The Institution is not seeking additional programmatic funding for FY 2006 for this line item. The FY 2006 budget estimate includes an increase of \$59,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC has redesigned its website to provide greater information to the public. Onsite education will focus on serving approximately 10,000 students and increasing minority participation. SERC will expand its highly successful distance learning programs (estimated at 20 million participants in FY 2005) and develop a series of video conferences and a national electronic field trip focused on estuaries and invasions biology. In addition, SERC will continue the Student Training in Aquatic Research (STAR) academy for high school students. SERC outreach also includes lecture series, workshops, and expert consultation for the public, teachers, natural resource managers, and public officials. To train the next generation of environmental scientists and managers, SERC conducts a nationally recognized professional training program for university interns, graduate students, postdoctoral fellows, and visiting scientists, with a particular focus on developing careers of underrepresented minorities.

To meet the goal of Strengthened Scientific Research, SERC will use its invaluable 2,900-acre site on the Chesapeake Bay, where its scientists investigate the interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes. SERC develops innovative approaches and instrumentation to measure environmental change at four ecological levels (i.e. global change, landscape ecology, ecology of coastal ecosystems,

and population and community ecology), and has developed unique, long-term and experimental data sets on environmental change. SERC is also a participant in the development of the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in the use of Smithsonian long-term field stations to assess ecological patterns and processes. During its 40-year history, SERC has built a reputation for world-class research, producing many publications that are rich in data and multidisciplinary and integrative in analysis.

Building on existing strengths and unique programs, SERC seeks to enhance its highly successful ongoing research on the following topics: land-sea linkages of ecosystems, landscape ecology of coastal watersheds, estuarine ecology, invasive species (especially in coastal ecosystems), global change impacts on biotic and chemical interactions, biocomplexity of structure and processes in key ecosystems, and community and population ecology. Over the next five years, SERC research on coastal marine ecology will focus on four key, interrelated areas: the structure and dynamics of marine food webs, the integrity and biodiversity of crucial marine ecosystems, linkages of ecosystems at the land-sea interface, and ecological regulation of marine biodiversity. SERC seeks to expand its expertise in the ecology of invasive species, which impacts coastal ecosystems. To implement these goals, SERC will link its research with national and international research networks and enhance the Marine Science Network. SERC is also developing scientific and technological capabilities in analytical chemistry, remote sensing, and instrumentation in coastal watersheds and connected ecosystems.

To address the goal of Enhanced Management Excellence, SERC has updated its strategic plan and linked it to the Smithsonian Science Strategic Plan. SERC is improving its management of research by developing improved management tools for its overhead activities and structuring tighter oversight on its newly revised website. SERC will ensure safety and protection of volunteers, staff, and visitors by sustaining its excellent program of supervised inspections and staff involvement.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (\$6,000)

- Complete implementation of SERC's redesigned website, increase multimedia capability through video, graphical mapping capabilities, real-time imaging, and data presentation
- Evaluate the navigational structure and ease of use of the new website

- Increase underrepresented minorities including African American, Latino, and Asian communities in training programs, onsite visits, and distance learning programs to 30 percent participation, in order to increase diversity of audiences served

Develop and bring first-class educational resources to the nation (1 FTE and \$81,000)

- Evaluate and then enhance the quality of onsite environmental education programs offered to schoolchildren, teachers, professional scientists, natural resource managers, and the general public in order to better represent current research findings and field methods used by Smithsonian scientists
- Develop and implement training workshops and a regional watershed academy for high school students
- Develop and implement more than 100 video conferences and at least one national electronic field trip in order to interpret SERC's environmental research for students, teachers, and the general public

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (27 FTEs and \$2,415,000)

Theme: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts in coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in eight areas (species composition and population dynamics, estuarine water quality, ecosystem alteration and restoration, flow of nutrients, invasive species, atmospheric increase in CO₂, ultraviolet radiation, and bio-complexity of mangrove forest ecosystems)
- Enhance highly successful environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources at an approximate level of \$5 million per year on land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts in coastal ecosystems and ecological change by publishing 70 articles in peer-reviewed journals and books based on SERC's original environmental research
- Continue to link and coordinate SERC research, through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National Association of Marine Laboratories [NAML], National Ecological

Observation Network [NEON], and Association of Ecosystem Research Centers), and with governmental agencies such as U.S. Coast Guard, U.S. Fish and Wildlife Service, and National Oceanic and Atmospheric Administration

- Provide advice and counsel to state and national legislatures on environmental issues in SERC's areas of expertise
- Train the next generation of ecologists, environmental scientists, and natural resource managers by sustaining SERC's high-quality professional training program, and awarding 40 undergraduate internships, supporting 10 graduate students, and five postdoctoral scientists, with emphasis on underrepresented minorities to achieve approximately 25 percent minority participation
- Manage scientific long-term and spatial data sets on the environment to evaluate ecological change

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (4 FTEs and \$395,000)

- Implement SERC's revised Strategic Plan and formally link to Institution-wide science planning process
- Develop improved tracking systems for external grants and contracts to improve efficiency and effectiveness
- Develop greater safeguards and oversight for the SERC website to ensure appropriate, up-to-date content

Modernize the Institution's financial management systems and functions (3 FTEs and \$168,000)

- Ensure appropriate staff training on future modules of the Institution's Enterprise Resource Planning system
- Improve laboratory safety procedures to ensure a safe work environment
- Improve coordination between unit and OFEO support units such as facilities management, security, and safety to meet SERC's programmatic goals
- Support the completion of new dormitory for students

NONAPPROPRIATED RESOURCES – General trust funds provide core administrative support for SERC as well as support for fundraising and intern/fellowship programs. Donor/sponsor designated funds provide critical operating support related to specific programs and projects in research, public education, and professional training. The bulk of SERC's scientific research program of more than \$5 million is supported by government grants and contracts.

SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	251	12,579	12	953	34	3,867	9	1,522
FY 2005 ESTIMATE	242	11,514	12	850	30	3,746	9	1,200
FY 2006 ESTIMATE	242	11,219	12	790	30	3,740	9	1,200

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	7	228	7	246	0	18
Expand a national outreach effort	4	166	4	179	0	13
Strengthened Scientific Research:						
Strengthen capacity in science research	23	1,290	23	1,210	0	-80
Conduct focused scientific research programs that are recognized nationally and internationally	93	5,160	93	4,842	0	-318
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	82	3,826	82	3,885	0	59
Modernize the Institution's information technology (IT) systems and infrastructure	5	241	5	245	0	4
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	28	603	28	612	0	9
Total	242	11,514	242	11,219	0	-295

BACKGROUND AND CONTEXT

The mission of the Smithsonian Tropical Research Institute (STRI) is to discover and understand biological and cultural diversity in the tropics and its relevance to human welfare. STRI scientists conduct and disseminate long-term and innovative research that contributes importantly to the Smithsonian

strategic research areas: Discovering and Understanding Biological Diversity, and Study of Human Diversity and Cultural Change. STRI serves the U.S. and international scientific community by maintaining world-class facilities for tropical studies, based mostly in the Republic of Panama. STRI serves as official custodian for the Barro Colorado Nature Monument, which has been continually studied for more than 80 years and is the only mainland tropical reserve under U.S. stewardship. The Institute also provides essential training and experience to students and professionals, thus developing future capacity in tropical research. STRI maintains a vigorous public program offering a first-hand experience of tropical biodiversity and its relevance to human welfare.

To achieve the Institution's goal of Strengthened Scientific Research, STRI will build upon its current strengths in forest ecology, tropical plant physiology, and canopy biology. STRI's archaeologists and social anthropologists will remain engaged in paleoecological, archaeological, historical, social, and cultural studies. STRI researchers and visiting scientists will continue to provide new and relevant knowledge about life's diversity and human cultures in the tropics through publications, as well as through fellowship support for students and professionals, and collaborations with academic and research institutions. To achieve the goal of Increased Public Engagement, the Institute will strengthen its public programs highlighting the research process and results, and increase dissemination of its work through the Web and other media. The goal of Enhanced Management Excellence will be addressed by providing and maintaining facilities and instrumentation necessary to meet current and future research. STRI will begin to consolidate experimental terrestrial projects not appropriate for Barro Colorado Island at the Gamboa site, an area protected by geography from encroachment and pollution. STRI aims also to modernize its scientific research computing capabilities through the implementation of new technologies to support automated animal tracking and environmental monitoring, including the use of Geographical Information Systems (GIS) for terrestrial field research.

For FY 2006, the estimate includes a program decrease of \$500,000 for operational research requirements, and an increase of \$205,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To meet its primary goal of maintaining its leadership in tropical research, STRI provides basic support for its staff scientists to conduct projects that contribute to two of the SI Science Themes (Discovering and Understanding Biological Diversity, and Study of Human Diversity and Cultural Change) and to all the priority research areas within each of these themes. Regarding the theme of Discovering and Understanding Biological

Diversity, STRI will maintain its contribution by maintaining leadership in the fields of forest ecology, tropical plant physiology, and canopy biology. STRI's archaeologists and social anthropologists will continue to unveil how tropical forest peoples once survived and flourished in fragile, endangered environments. By studying the history and development of tropical regional economies and social formations, STRI archaeologists and anthropologists will continue to study the conditions that lead either to the depletion of tropical forest resources, or to their more efficient and sustainable use. STRI will continue its assessment of soils in tropical landscapes for describing future changes in the global carbon cycle.

The goal of Enhanced Management Excellence will be addressed in part by continuing to refine and execute our Workforce Plan to ensure that our current workforce meets the Institution's needs and opportunities. Although funding has not been secured, STRI will continue pursuing the consolidation of its terrestrial research program at Gamboa, where STRI scientists and visiting researchers have conducted continual research for the last 80 years. This site could be developed as an outdoor laboratory for research, and as a training ground for students and fellows, primarily from North American universities, who come to STRI during various stages of their academic careers.

The goal of Increased Public Engagement will be furthered by offering high-quality public programs at STRI facilities that increase our understanding of life in the tropics and its relevance to global processes. STRI scientists have provided content and guidance for five galleries of Panama's new Biodiversity Museum—a Smithsonian affiliate—designed by the architect Frank Gehry and scheduled to open to the public in 2007. Dissemination of research results will be continued through the Smithsonian's science Web and through targeted seminars, symposia, traveling exhibitions, and documentaries.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (7 FTEs and \$246,000)

- Increase public awareness of natural history of the tropics by providing content and guidance for five galleries in Panama's new Biodiversity Museum, scheduled to open in 2007
- Expand public understanding, both of the scientific method and diversity of natural environments in the tropics, through high-quality public programs at four STRI sites, offering visitors a first-hand experience in tropical biodiversity and its relevance to global climate change and human health

Expand a national outreach effort (4 FTEs and \$179,000)

- Provide real-time information on STRI research projects through biodiversity windows on the Web, which will make research findings more widely accessible and permit different levels of appreciation among users
- Encourage collaborative research projects between resident staff and visiting scientists and students by offering accurate and up-to-date website information on STRI facilities
- Share results from major research developments with media by holding at least four press conferences annually
- Strengthen scientists' capacity to communicate their research to lay audiences through specialized training by media specialists from United States and Europe

Strengthened Scientific Research

Strengthen capacity in science research (23 FTEs and \$1,210,000)

- Promote interaction between fellows and scientific staff by holding at least two thematic symposia
- Contribute to training the next generation of tropical scientists by selecting a minimum of 15 pre- and five postdoctoral researchers in STRI research disciplines
- Strengthen opportunities for meritorious students from the United States and Latin America by increasing fellowship funding for the joint STRI-McGill graduate program
- Increase scientific capacity for studying the tropics by offering at least three courses at the undergraduate and graduate levels in tropical biodiversity, in partnership with academic institutions such as Princeton and the Organization of Tropical Studies

Conduct focused scientific research programs that are recognized nationally and internationally (93 FTEs and \$4,842,000)

Theme: Discovering and Understanding Life's Diversity

- Conduct studies on animal behavior and environmental monitoring with scientific research computing capabilities such as automated methods of tracking animals and GIS that reduce time and effort in gathering biological information and enable scientists to answer novel questions
- Share research results on the origins, maintenance, and loss of tropical biodiversity with the scientific community worldwide by publishing at least 100 scientific papers in peer-reviewed journals
- Facilitate tropical research for at least 600 visiting scientists and students working in STRI facilities, including projects funded by National Science Foundation and National Institutes of Health, to increase our understanding of the distribution, interactions, and evolution of tropical organisms and their relevance to human health and global climate change

- Offer scientists the opportunity to test research hypotheses by incorporating focused surveys of forest vertebrates, insects, and microbes to the network of long-term forest dynamics plots in 14 countries throughout Africa, Asia, and Latin America
- Within the SI Marine Science Network, strengthen collaborative projects on marine environments, such as coral reefs and mangroves in the tropical eastern Pacific and Caribbean, to better understand their diversity, threats, and conservation opportunities
- Build interunit collaboration through joint appointments (staff, collaborators, and postdoctoral fellows)

Theme: Study of Human Diversity and Cultural Change

- Terrestrial paleoecologists will continue studying changes in tropical communities over geologic time scales, as well as human occupation and manipulation of tropical forests over millennia
- Continue archaeological research aimed at revealing the importance of prehistoric tropical societies in New World cultural development
- Continue to understand the history of human occupation in neotropical forests, from the first colonization 15,000 to 11,000 years ago
- Build interunit collaboration through joint appointments (staff, collaborators, and postdoctoral fellows)

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (82 FTEs and \$3,885,000)

- Refine and begin implementation of Workforce Plan in order to ensure institutional structure and composition match institutional needs and opportunities
- Increase customer satisfaction (STRI staff and visitors) with administrative support resulting from the adoption of Enterprise Resource Planning (ERP) system for financial, budget, procurement, and human resources management
- Improve financial management by providing all internal clients with accurate and timely transaction records and reports
- Evaluate STRI performance appraisal system for its effectiveness in reinforcing strategic vision and goals

Modernize the Institution's information technology (IT) systems and infrastructure (5 FTEs and \$245,000)

- Strengthen STRI scientific capability to analyze tropical biodiversity information by implementing new technologies for automated animal tracking and environmental monitoring, including GIS
- Increase information sharing within the Institution by improved connectivity between STRI facilities through the Local Area Network

- Increase efficiency of administrative procedures by promoting time-saving and error-reducing practices such as online transactions via the STRI intranet

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (28 FTEs and \$612,000)

- Bring STRI facilities into compliance with security standards in order to ensure safety and protection of staff, visitors, volunteers, collections, infrastructure, and equipment
- Introduce new electronic surveillance of the Barro Colorado Nature Monument to increase protection of the area against poachers

NONAPPROPRIATED RESOURCES—General trust funds provide support and salaries for a small percentage of STRI employees involved in research, public outreach, and fundraising. Donor/sponsor designated funds support specific programs and projects, such as the global network of 17 sites monitoring 10 percent of all tree species in the tropics, and projects related to reforestation initiatives. New donor designated support includes an endowed staff position in tropical paleoecology that studies past climates and environments in the tropics, and postdoctoral positions that study the relationship between brain size and behavioral complexity. Government grants and contracts, such as the Panama International Cooperative Biodiversity Group (ICBG) administered by STRI, support innovative research in areas such as the biomedical sciences, as well as scientific training.

OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	75	8,726	35	4,619	16	3,506	5	1,327
FY 2005 ESTIMATE	91	10,050	43	5,505	12	4,020	6	2,125
FY 2006 ESTIMATE	91	9,200	43	5,505	12	3,419	7	2,140

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	53	5,257	54	4,939	1	-318
Develop and bring first-class educational resources to the nation	24	1,061	23	790	-1	-271
Strengthened Scientific Research:						
Strengthen capacity in science research	1	1,597	1	1,448	0	-149
Develop the intellectual component of the collections by performing collections-based studies	4	1,390	4	1,263	0	-127
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	9	745	9	760	0	15
Total	91	10,050	91	9,200	0	-850

BACKGROUND AND CONTEXT

Through a coordinated national outreach program, the Institution expands its presence across the nation and exposes the entire country to the rich heritage of the American people. The Smithsonian's outreach activities support community-based cultural and educational organizations around the country; ensure a vital, recurring, and high-impact Smithsonian presence in all 50 states through the provision of traveling exhibitions and a network of affiliations; increase connections between the Institution and targeted

audiences (African American, Asian American, Latino, Native American, and new American); provide kindergarten through college-age museum education and outreach opportunities; enhance K–12 science education programs; facilitate the Smithsonian’s scholarly interactions with students and scholars at universities, museums, and other research institutions; and publish and disseminate results related to the research and collections strengths of the Institution by continuing the Contributions and Studies Series Program.

This line item includes the programs under the Office of National Programs that provide the critical mass of Smithsonian outreach activity: the Smithsonian Institution Traveling Exhibition Service (SITES), the Smithsonian Affiliations, and the Smithsonian Center for Education and Museum Studies (SCEMS). This line item also includes the National Science Resources Center (NSRC), the Smithsonian Institution Press (SIP) and the Office of Fellowships (OF). The Smithsonian Associates (TSA), which receives no federal funding, is also part of this national outreach effort.

For FY 2006, the estimate includes \$150,000 for necessary pay for existing staff funded under this line item; and programmatic decreases totaling \$1,000,000, comprising SITES (-\$149,000), Smithsonian Affiliations (-\$50,000), SCEMS (-\$340,000), SIP (-\$311,000), and OF (-\$150,000).

MEANS AND STRATEGY

To help achieve the Institution’s goals, the units under this line item will direct resources to the following activities:

Smithsonian Traveling Exhibition Service—To achieve the goal of Increasing Public Engagement, SITES is directing some of its federal resources to develop *Smithsonian Across America: A Celebration of National Pride*. This “mobile museum,” which will feature Smithsonian artifacts from the most iconic (presidential portraits, historic American flags, Civil War records, early automobiles, the Edison light bulb, inaugural gowns, astronaut uniforms, etc.) to the simplest items of everyday life (family quilts, prairie schoolhouse furnishings, historic lunch boxes, multilingual store front and street signs, etc.), has been a long-standing organizational priority.

In FY 2006, SITES will revive its development of a “mobile museum” in part because it is the only traveling exhibit format able to guarantee audience growth and expanded geographic distribution during sustained periods of economic retrenchment, but also because it is imperative for the many exhibitors nationwide who are struggling financially yet eager to participate in Smithsonian outreach. As economic downturn and uncertainty continue to erode the ability of museums to present temporary exhibitions,

the “mobile museum” promises to answer an ever-growing demand for Smithsonian shows in the field. A single, conventional SITES exhibit can reach a maximum of 12 locations over a two- to three-year period. It also carries a rental fee as well as shipping, installation, and promotional costs that must be borne by the host institution. By contrast, a “mobile museum” exhibit can visit up to three venues per week in the course of only one year, at no cost to the host institution or community. The net result is an increase by 150 in the number of outreach locations to which SITES shows can travel annually. And in addition to its flexibility in making short-term stops in cities and towns from coast-to-coast, a “mobile museum” has the advantage of being able to frequent the very locations where people live, work, and take part in leisure time activities. By establishing an exhibit presence in settings like these, SITES will not only increase its annual visitor participation by 1 million, but also advance a key Smithsonian performance objective: to develop exhibit approaches that address diverse audiences, including population groups not always affiliated with mainstream cultural institutions.

The Smithsonian’s commitment to public engagement also is strengthened by SITES’ Museum on Main Street (MoMS) program, which circulates exhibitions to rural communities across the country. In FY 2006, an exhibit about American neighborhoods will join seven MoMS shows already on the road, increasing from 43 to 47 the number of states included in the program and adding 18 small towns to the 436 that will have hosted a MoMS exhibition by then.

Ensuring a vital Smithsonian exhibit presence nationally at a time when the fiscal stability of community cultural institutions is unpredictable challenges SITES in FY 2006 to deliver to its 10,000-museum client base high-quality programs at affordable costs. To accomplish that charge, SITES will reconfigure five large-scale installations into more manageable, less costly exhibit presentations. SITES also will partner with national, state, and local organizations seeking to leverage their own programmatic assets and visibility.

To meet the growing demand among smaller community and ethnic museums for an exhibition celebrating the Latino experience, SITES will issue a scaled-down version of the National Museum of American History’s 4,000-square-foot exhibition about legendary entertainer Celia Cruz. Two 1,500-square-foot exhibitions, one about Crow Indian history and the other on basket traditions, will give Smithsonian visitors beyond Washington a taste of the Institution’s critically acclaimed National Museum of the American Indian. Two more exhibits, *In Plane View* and *Earth from Space*, will provide visitors in the field with a taste of the Smithsonian’s recently opened, expansive National Air and Space Museum Udvar-Hazy Center.

Several exhibit tours will be extended by popular demand. The most important of them are *The American Presidency* and *Our Journeys, Our Stories*, whose original itineraries could not accommodate multiple exhibitor requests.

Smithsonian Affiliations—The mission of Smithsonian Affiliations is to build a strong national network of museums and educational organizations in order to establish active and engaging relationships with communities throughout the country. There are currently 138 affiliates located in the United States, Puerto Rico, and Panama. By working with museums of diverse subject areas and scholarly disciplines, both emerging and well-established, Smithsonian Affiliations is building partnerships through which audiences and visitors everywhere will be able to share in the great wealth of the Smithsonian while building capacity and expertise in local communities.

We have recently completed a series of conferences designed to build multicultural alliances within the Affiliations program. The conferences, supported in part by a gift from AARP, are enabling us to bring Affiliate staff together in various regional settings in order to develop a national museum resource base and begin the collaborative process that will result in a national speakers list, multiple traveling exhibition opportunities, and a wide variety of museum educational programs. Pilot educational programs will be developed over the next two years, with the objective of fostering ongoing collaborative opportunities on a wide basis in the future. Coupled with this effort is a pilot program to explore new museum volunteer opportunities for professionals in every walk of life.

Smithsonian Center for Education and Museum Studies—SCEMS learning experiences include publications, websites, professional development, and internships. In FY 2006, SCEMS will produce websites and publications that meet learning and professional standards, and disseminate them broadly. SCEMS will produce the central award-winning Smithsonian education website (SmithsonianEducation.org) for educators, families, and students. In addition, SCEMS will launch a major new pan-Institutional website called SmithsonianSource.org.

Smithsonian Institution Press—Through the Contributions and Studies Series Program, continuously published since 1875, SIP publishes research conducted by Smithsonian staff. The federal resources will support the production of the first-class science results and widened public distribution to libraries, universities and other organizations. The program publishes monographs in several subject areas, including anthropology, botany, earth

sciences, marine sciences, paleobiology, zoology, folklife, air and space, history and technology.

Office of Fellowships—To achieve the Institution’s goal of Strengthened Science Research, it is necessary to continue offering a number of fellowships and grants through the Smithsonian Fellowship Program and Scholarly Studies Program. The Science Commission emphasized the importance of supporting the Fellowships and Scholarly Studies Programs. The support provides a number of projects that are highly innovative, especially in the areas of earth and planetary studies and human and biological diversity. It will strengthen collaboration with other researchers and scientific and cultural institutions worldwide. These efforts result in publications and contribute to the intellectual resources of the Institution, impacting the exhibits and other outreach activities.

National Science Resources Center—NSRC will strive to increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services. The Center will develop and implement a national outreach strategy that will increase the number of school districts (currently more than 800) that are implementing NSRC K–8 programs. The NSRC is striving to further enhance its program activity with a newly developed scientific outreach program introducing communities and school districts to Science through Literacy initiatives.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (54 FTEs and \$4,939,000)

- To increase by 150 the number of outreach locations to which SITES shows can travel and, by 1 million, the number of people who visit the exhibitions, develop one multiyear “mobile museum” exhibit
- To increase by 18 small towns and four states the number of locations that participate in the MoMS program, complete and launch one multi-year national tour for rural communities on exhibits about American neighborhoods
- To boost the involvement of large and diverse population groups in Smithsonian exhibit programs, book MoMS exhibit in a minimum of six of the following: high-traffic, general public settings; libraries; state fair pavilions; public festivals; conventions; and community commemorations
- To address the subject matter interests and museum communities of culturally diverse audiences, complete and launch multiyear,

national tours of *Telling a Crow Story*, *American Indian Baskets*, *Celia Cruz*, and *Documenting China*

- To maintain high-quality program offerings at affordable prices during a period of sustained economic downturn, partner with a minimum of four Smithsonian units and four outside organizations/associations to produce and circulate five alternative format versions of expensive, large-scale installations
- To reduce as fully as possible the rental fee burden on exhibitors in the field, take a minimum of three measures to increase SITES' revenue stream through consultant services, extended exhibit tours, and online exhibit bookings
- Expand the Smithsonian Affiliations network into an additional 11 states and some additional targeted regions, thereby creating a local Smithsonian presence in every state and in most major communities in the country
- Through the building of the multicultural Alliance Initiative, develop new approaches to enable the public to gain access to Smithsonian collections, research, education, and public programs that reflect the diversity of the American people, including underserved audiences of ethnic populations and persons with disabilities
- SCEMS will provide educational programming for an audience of 500,000 people through workshops and distance learning
- SCEMS will manage the Smithsonian internship program, providing 600 college students with internship placements, training, and enrichment opportunities

Develop and bring first-class educational resources to the nation (23 FTEs and \$790,000)

- SCEMS will produce and publish a teacher magazine based on Smithsonian research collections and distribute it to every elementary and middle school in all 50 states (82,000 schools)
- Attract 2 million visitors to websites managed by SCEMS: www.SmithsonianEducation.org, a central education website for educators, families, and students; <http://intern.si.edu>, a central website for intern applicants and current interns; and <http://museumstudies.si.edu>, a resource site for museum professionals and museum studies students
- Increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services
- Double the number of school districts implementing NSRC K–8 programs, growing from an estimated 15 percent of the school population to 30 percent
- Significantly expand national outreach programs to ethnically and culturally diverse school districts through the work of the NSRC's three centers of excellence

- Engage 125 school districts—representing an additional 5 percent of the United States K–8 student population—bringing the impact of the NSRC’s work from 20 percent to 25 percent of the nation’s youth
- Continue to develop and bring first-class educational resources to the nation by forging partnerships with school systems, educators, education and museum professional associations, and others to expand opportunities for development and dissemination of Smithsonian-based education resources
- Through a collaborative effort with other Smithsonian education units, expand the educational opportunities available throughout the country, particularly in the area of science education reform
- Expand the number of science materials currently available to school districts for grades K–3 and continue pursuing newly-published children’s books, which will enhance science education programs throughout the country
- Continue to develop and bring first-class educational resources to the nation by forging partnerships with school systems, educators, education and museum professional associations and others to expand opportunities for development and dissemination of Smithsonian-based education resources

Strengthened Scientific Research

Strengthen capacity in science research (1 FTE and \$1,448,000)

- Award fellowships to sustain the Institution’s vitality of a continuous flow of students and scholars, nationally and internationally
- Fund scholarly studies awards to continue ongoing research and new beginnings to advance the Smithsonian’s contribution to scientific discoveries

Develop the intellectual component of the collections by performing collections-based studies (4 FTEs and \$1,263,000)

- Implement a robust scholarly publishing program focused on the Contributions and Studies Series Program and research conducted by scientists in the different SI museums and units
- Publish eight publications a year in the Contributions and Studies Series Program
- Expand the reach of these studies by making available on the SIP website all of the abstracts in the Contributions and Studies Series Program
- Establish an editorial board to oversee a centrally-managed competitive proposal process for scholarly publications and books

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (9 FTEs and \$760,000)

- Review existing review panels for the Smithsonian Fellowship and Scholarly Studies programs to ensure that the quantity and quality of the review process effectively provides the results necessary to make recommendations for awards
- SCEMS will convene programs for Smithsonian staff that will foster a learning community around education topics
- SCEMS will provide models for evaluation to SI education units
- SCEMS will formally evaluate a sampling of its programming

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net decrease of \$850,000. The estimate includes a \$150,000 increase for necessary pay for existing staff and programmatic reductions totaling \$1,000,000 to fund higher priority items of the Institution contained in this budget. These reductions include:

- SITES (-\$149,000) – Eliminate shipping subventions and reduce the total volume of exhibits in production for rollout in FY 2007
- Smithsonian Affiliations (-\$50,000) – Adversely impact ability to maintain appropriate level of professional service and support for Affiliates
- SCEMS (-\$340,000) – Eliminate funding for Illinois Math and Science and the Duke Ellington School and reduce operating expenses
- SIP (-\$311,000) – Reduce the number of scholarly monographs published
- OF (-\$150,000) – Reduce by three the number of fellowship awards

NONAPPROPRIATED RESOURCES—General trust funds provide support to defray the costs of staff salaries and benefits, fundraising, exhibition design and production, publications, materials, outside specialists, and contractual services. Donor/sponsor designated funds provide support for costs related to specific projects and programs.

COMMUNICATIONS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	14	1,381	18	2,245	0	3	0	0
FY 2005 ESTIMATE	18	1,480	18	2,246	0	0	0	0
FY 2006 ESTIMATE	18	1,502	18	2,246	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	4	509	4	516	0	7
Deliver the highest quality visitor services	5	435	5	442	0	7
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	1	50	1	50	0	0
Enhanced Management Excellence:						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.	8	486	8	494	0	8
Total	18	1,480	18	1,502	0	22

BACKGROUND AND CONTEXT

The Office of Communications includes two offices: the Office of Public Affairs (OPA) and the Visitor Information and Associates' Reception Center (VIARC). OPA coordinates public relations and communications in conjunction with museums, research centers, and offices to help ensure a consistent and positive image for the Institution. The office develops programs to advance the Institution's objectives and acquaints the public with research, exhibitions, public programs, and other activities of the

Smithsonian by working with the news media and by issuing materials for staff and the public.

The VIARC seeks both to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate and promote participation in its programs and activities. VIARC advances the goal of Strengthened Scientific Research through the provision of behind-the-scenes volunteers who assist staff in performing their research.

For FY 2006, the estimate includes an increase of \$22,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the OPA is directing its resources to nationwide, mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising and publication of visitors' brochures and a newsletter devoted to scientific research. OPA publishes a monthly newspaper and a biweekly newsletter for employees to keep them informed about other Smithsonian staff and their projects. VIARC also advances this goal by disseminating information on public programs, exhibitions, events, and collections. This is accomplished through content responsibility for four segments of the Smithsonian website (Visitor Information, Events, Exhibits, and Encyclopedia Smithsonian); seven-day, year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and supervision of volunteer and staff information specialists at museum information desks; operation of public inquiry mail and telephone information services; and outreach to the local, national, and international tour and travel industry.

VIARC advances the goal of Strengthened Scientific Research through the Behind-the-Scenes volunteer program, which assists staff in performing their research. Volunteer assignments range from clerical tasks to highly complex research, conservation, and technical work.

To strive for Enhanced Management Excellence, the Office of Communications responds to all media inquiries in a timely manner with accurate, concise information, and initiates story ideas to the media about Smithsonian exhibitions, research, and programs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (4 FTEs and \$516,000)

- Increase by 10 percent contacts with radio stations (in English and Spanish), weekly newspapers, alternative weeklies, and newsletters that serve traditionally underserved audiences

Deliver the highest quality visitor services (5 FTEs and \$442,000)

- Continue to provide accurate and timely information on events, activities, and exhibitions through 15 information desks and the telephone information desk
- Update visitor information database at least once daily
- Recruit 110 new volunteers to address normal volunteer attrition
- Keep the VIARC sections of the Smithsonian website updated and accurate

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (1 FTE and \$50,000)

- Recruit approximately 550 Behind-the-Scene volunteers in FY 2006 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements to assist Smithsonian units in performing research

Enhanced Management Excellence

Maintain mutually beneficial relations with the news media and with federal, state, and local governments (8 FTEs and \$494,000)

- Respond to all media inquiries with accurate, concise information within 24 hours
- Increase by 10 percent the alerts of positive stories to the press of all kinds of events at the Smithsonian, from behind-the-scenes research to new acquisitions
- Organize approximately 25 events specifically for journalists
- Publish a monthly employee newspaper and a biweekly staff newsletter

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel and other related costs. In addition, these funds provide general support for information dissemination, outreach, publications, and general operations.

INSTITUTION-WIDE PROGRAMS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	0	6,840	0	0	0	0	0	0
FY 2005 ESTIMATE	0	6,053	0	200	0	0	0	0
FY 2006 ESTIMATE	0	6,613	0	200	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT, STRENGTHENED SCIENTIFIC RESEARCH, ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	1,158	0	1,158	0	0
Improve the stewardship of the national collections	0	0	0	1,000	0	1,000
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	1,666	0	1,666	0	0
Enhanced Management Excellence:						
Modernize the Institution's information technology (IT) systems and infrastructure	0	3,229	0	2,789	0	-440
Total	0	6,053	0	6,613	0	560

BACKGROUND AND CONTEXT

In 1993, Congress approved and permitted the Smithsonian to reallocate funds to create two Institution-wide funding programs: one to support the units' needs for state-of-the-art research equipment, and the other to systematically address information technology needs across the Institution. In FY 1995, the Institution first received funds to support the development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming. This year the Smithsonian proposes to establish an additional Institution-wide program, the "Collections Care and Preservation Fund," for the sole purpose

of funding critical needs for preservation and reduction of risk to collections. The Fund will allow flexible and strategic funding of the highest priority collection support care needs, through contractors and essential equipment, such as compactors, cabinetry, and conservation supplies. The Fund will be managed by Smithsonian senior leadership, providing flexibility to adjust resource allocations annually, to address high priorities.

Collections are the foundation of all that the Smithsonian is and does. It is from collections themselves, and the knowledge derived from studying them, that we are able to create meaningful exhibitions, and contribute to the increase and diffusion of knowledge. The Act establishing the Smithsonian Institution [10 U.S.C. § 41] serves as the authority by which the Institution acquires collections to increase and diffuse knowledge. Currently, the Institution has under its stewardship in museums, archives, and libraries an estimated 144 million objects, documents, and photographs. The collections increased by about 3 percent between 1991 and 2003, with average annual growth rate of 0.4 percent.

Among these collections are treasures of inestimable value to science, culture, and the American people—the original 1814 Star Spangled Banner, for example. The collections also serve as sources of information to solve contemporary problems such as the use of the National Air and Space Museum (NASM) space shuttle collection after the Challenger and Columbia disasters. These collections are incredibly rich and sometimes yield surprises, such as the recently discovered Michelangelo drawing at the Cooper-Hewitt National Design Museum (CHNDM). The high demand to use Smithsonian collections is reflected in the 2003 data showing 39,000 daily research visits to the collections.

The preliminary results of a four-year study by the Smithsonian's Office of Policy and Analysis state that, although collections care is fundamental to the health, longevity, and usefulness of collections, these collections are increasingly at risk because of declining resources to perform basic collections care. There has been a steep decline in collections management personnel over the past 10 years. Between 1994 and 2003, staff levels in collections care decreased overall by 17 percent. The most seriously affected were the National Museum of Natural History (NMNH) (59 percent) and National Museum of American History (NMAH) (51 percent).

Further supporting the importance of improving the Institution's stewardship of national treasures, the Smithsonian also participated in a nationwide survey by Heritage Preservation to document the condition and needs of the collections. Preliminary findings agree with the internal study that there is a critical and urgent need to improve collections care.

In FY 2006 the budget estimate includes a net increase of \$560,000 to establish the Collections Care and Preservation Fund to address the backlog of collections processing and conservation and improve storage (\$1,000,000) and a reduction to funds for the Information Resources Management Pool (-\$440,000).

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement through research and education initiatives, the Latino Initiatives Pool continues to fund Smithsonian programs annually that focus on U.S. Latino experiences and contributions to science, history, art, music, culture, the humanities, and society. Pool funds enhance programs addressing exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrated efficient deployment of the pool, other Smithsonian resources, and external funding. The budget request for the Latino Initiatives Pool includes \$1,158,000 for such initiatives.

The Institution will also achieve the goal of Increased Public Engagement through expanding access to collections. The Collections Care and Preservation Fund will address the most critical conservation and processing needs by applying additional resources to preserve collections and house them in better conditions for use by future generations, and by adding information about them to existing databases. The proposed level for FY 2006 for the new Fund is \$1,000,000.

The goal of Strengthened Scientific Research will be addressed by providing funds from the Research Equipment pool to place core scientific instruments, such as microscopes and Global Positioning System (GPS) receivers, on a routine replacement cycle, and to provide the necessary maintenance support for both existing and new pieces of research equipment. Maintenance contracts are essential to keep the equipment in optimum operating condition and to extend their working life so that they are available for use in performing their designed analyses.

Research Equipment pool funds (\$1,666,000) will be distributed based on the following merit-based criteria: (1) development of new research capabilities; (2) potential for leveraging external funds; (3) contribution to the Smithsonian Science Strategic Plan; and (4) management excellence and efficiency, including maintenance of research equipment that is cutting edge, expensive, and/or highly sensitive.

In FY 2006, the goal of Management Excellence will be addressed by primarily focusing Information Resources Management (IRM) pool resources on upgrades and enhancements to the Smithsonian's information technology infrastructure, enhancements to the applications and data content of Collections Information Systems in the museums, and making data available to the public via the Web.

The total amount requested for the IRM pool is \$2,789,000. The Institution proposes to continue to use a portion of the IRM pool to support the Managed Information Technology Infrastructure initiative.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (\$1,158,000)

- Facilitate the infusion of material with relevant Latino themes and data into Smithsonian exhibits and programs to ensure that the diversity is well represented in Smithsonian venues
- Identify existing Smithsonian collections, exhibitions, programs, projects, educational programs, and other Smithsonian initiatives of interest to the national Latino community, and support the acquisition of additional, relevant Latino-theme artifacts
- Develop internal and external partnerships to help bridge Smithsonian initiatives into the national Latino community, and the national Latino community into the Smithsonian
- Compile a base of Latino-specific data from Smithsonian sources to develop teaching aids, student lesson plans, timelines, and other educational materials. Continue to establish baseline data to determine if underserved audiences are reached in FY 2006 by Latino pool-funded initiatives

Improve the stewardship of the national collections for present and future generations (\$1,000,000)

- Decrease backlog of processing new collections at the NMNH (10,200,000 objects), the NMAH (698,285 objects), the National Postal Museum (600,000 objects), and the CHNDM (32,000 objects). Process Archives of American Art's 50 years worth of records of the André Emmerich Gallery
- Replace old storage cabinets at NMNH that are corroded, missing seals and gaskets, and emit gases harmful to the Small Cetacean marine mammal collection of more than 6,000 small whales, dolphins and porpoises, the world's largest cetacean collection and the nation's repository

- Monitor, stabilize, or conserve about half of 8 million feet of moving image material and several thousand still images at the NMNH National Anthropological and Human Studies Film Archives
- Stabilize and conserve negatives of the Scurlock Photographic Studio collection including 200,000 images of African American life in Washington, DC
- Address severely inadequate storage conditions for the NMAH collection of acetate recordings, acquired through the bequest of singer Ella Fitzgerald, many have already been rendered unusable by unstable heat and humidity conditions in the storage vault
- Decompress storage of almost 11,000 works of art in the Hirshhorn Museum and Sculpture Garden's (HMSG) that are stacked on shelves and stored in the aisles between the shelves
- Provide essential conservation for HMSG's large outdoor sculptures including corroding metal and dried paint of the Calder Two Discs

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (\$1,666,000)

- Acquire cutting-edge technology that will support priority focal areas of research defined by the Smithsonian Science Strategy and other priorities
- Increase the capability to digitize and manipulate a variety of electronic data, including images and remote sensing data, and to make data available to researchers around the world via the Web
- Increase the capacity to conduct scientific and historical research by placing costly analytical instrumentation under contract to ensure that it is maintained and able to function properly
- Put core research equipment on a routine replacement cycle to support the Smithsonian's research mission and enhance the Institution's ability to compete for external funding

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (\$2,789,000)

- Enhance Smithsonian Collection Information Systems and make the data content available to the public through the Web
- Fund E-gov initiatives
- Support the Managed Information Technology Infrastructure initiative

FY 2006 REQUEST—EXPLANATION OF CHANGE

In FY 2006, the request includes an increase of \$1,000,000 to establish the Collections Care and Preservation Fund to address the backlog

of collections processing and conservation. This increase is offset by a decrease of -\$440,000 to the Information Resources Management Pool.

Collections Care and Preservation Fund

- (+ \$335,000) Provides NMAH one-year contracts for two conservators to create a plan that determines staff requirements, time, schedule, and materials needed to perform a systematic preservation survey (\$150,000). In addition, \$185,000 to support contractors and crating/shipping services to move collections offsite to improve storage and accessibility.
- (+ \$235,000) Provides NMNH with \$100,000 for contractors for conservator services and \$135,000 to start purchase of compactors for the mammal collection and cabinetry holding registration records.
- (+ \$130,000) Provides contractors for Archives of American Art to process collection backlogs and create electronic finding aids.
- (+ \$100,000) Provides contractors to address the CHNDM backlog in cataloguing objects and to upgrade minimal information on collections records already in the database.
- (+ \$100,000) Provides HMSG with contracts for art handlers and conservation of outdoor sculptures.
- (+ \$100,000) Provides funds for NASM contractors for keeping exhibited artifacts maintained and presentable to the public.

Information Resources Management Pool

- (-\$440,000) The proposed decrease will reduce support for digitization of collections records through the IRM pool.

Without the requested increase, the National Collections will not receive appropriate care. Many of the Smithsonian's collections are not properly conserved or stored, and as a result are deteriorating. The recent Smithsonian collections study indicates that 11 of the Institution's 14 collecting units have some collections that are deteriorating or in poor condition. Adequate resources for proper collections care are critical for ensuring accreditation of our museums. If the requested increase is not included in the FY 2006 budget, the Institution will not fully address recommendations in the internal study or criticisms included in the last accreditation review of the NMNH conducted by the American Association of Museums. With reduced funding in the FY 2006 request for the IRM pool, museums will have to continue data enhancement in collections systems on an ad hoc basis, as funds become available.

NONAPPROPRIATED RESOURCES — General trust funds have been made available in FY 2005 to begin implementation of the collections study recommendations.

OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	38	2,613	1	116	1	48	0	0
FY 2005 ESTIMATE	35	2,598	1	178	0	0	0	0
FY 2006 ESTIMATE	35	2,658	1	168	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	31	2,251	31	2,297	0	46
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	4	347	4	361	0	14
Total	35	2,598	35	2,658	0	60

BACKGROUND AND CONTEXT

The mission of the Office of Exhibits Central (OEC) is to provide comprehensive exhibition services to the Smithsonian Institution and the larger museum community so they can provide compelling, high-quality, cost-effective exhibitions that connect the American people to their history and cultural and scientific heritages.

To achieve the goal of Increased Public Engagement, OEC will expand its project management capability to ensure a more coordinated, full-service, and cost-effective approach to exhibit production. Of equal importance will be the expansion of OEC's consultation and exhibition planning services in order to improve pan-Institutional exhibition planning and development. In addition, OEC will increase the amount of unique work done in house,

outsource more production-oriented work, and broaden its collaborations with other Smithsonian units. To achieve the goal of Enhanced Management Excellence, OEC will ensure that its cost reimbursement process is fair, reasonable, and sound, and will measure progress through feedback from customers.

For FY 2006, the estimate includes an increase of \$60,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

As the Smithsonian's most comprehensive exhibition producer, OEC is dedicated to providing its Smithsonian clients with first-class exhibition design, editing, production, and installation services. Each year OEC designs and produces approximately 100 projects, large and small, for almost every office and museum in the Smithsonian. The Smithsonian Institution Traveling Exhibition Service continues to be OEC's largest client.

The majority of OEC resources will be focused on accomplishing the goal of Increased Public Engagement by:

- improving the quality of exhibition design, production, and installation services
- increasing and maintaining staff knowledge and expertise in state-of-the-art technology, techniques, and advances in the exhibit field and upgrading equipment to support emerging trends
- improving the exhibit process

To accomplish these objectives, OEC will outsource more of the routine, repetitive non-exhibit work to private contractors, thus freeing up OEC staff with specialized experience to concentrate on exhibit projects that require unique skills. OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand existing relationships and develop new ones with the many private exhibition design and production companies available today. These efforts will be carried out through our new Project Management Office. Additional results will be a more informed and expert staff through increased funding for training, increased digital output from our graphics services by allocating resources to modernize our graphic production equipment, and an improved object preparation and storage facility.

OEC has the following two objectives that support the Institution's goal of Enhanced Management Excellence:

- providing leadership, technical advice, and guidance to staff and the museum community
- improving administrative management functions in human resources, budget execution and fiscal data management, and procurement

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (31 FTEs and \$2,297,000)

- Expand OEC consultation and exhibit planning services by 5 percent over FY 2005 levels in order to improve the exhibition planning process at the Smithsonian Institution
- Expand and improve project management capability and resources by 5 percent over FY 2005 to broaden the impact of OEC's services to the Smithsonian Institution

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (4 FTEs and \$361,000)

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at monthly staff meetings and weekly unit meetings so that OEC staff is more aware of senior management goals for the Institution
- Actively support the diversity goals of the Institution, aiming to increase diversity workforce initiatives, including internships, by 5 percent over FY 2005 levels to better serve the needs of the public

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel and associated costs for the Smithsonian Community Committee activities.

MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	0	4,624	0	0	0	0	0	0
FY 2005 ESTIMATE	0	3,944	0	0	0	0	0	0
FY 2006 ESTIMATE	0	3,944	0	0	0	0	0	0

STRATEGIC GOAL: STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	3,944	0	3,944	0	0
Total	0	3,944	0	3,944	0	0

BACKGROUND AND CONTEXT

Smithsonian science is engaged in research and discovery focused on the origin and evolution of the universe, the formation and evolution of Earth and similar planets, the discovery and understanding of biological diversity, and the study of human diversity and cultural change. The fundamental role for federal appropriations is to provide the basic scientific infrastructure that enables staff to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner.

To meet the goal of Strengthened Scientific Research, the Smithsonian has traditionally used its no-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects that enable scientists working at the Smithsonian Astrophysical Observatory (SAO) to remain at the forefront of astronomy and astrophysics. Currently funded through this line item are two SAO projects: the

Submillimeter Telescope Array (SMA), located on Mauna Kea, Hawaii, and the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins in Arizona. Because of the magnitude of the costs and the time required to fabricate major new instruments and to reconfigure existing ones, the Institution requests that funding for these projects be available until expended.

The Institution is not seeking additional programmatic funding for FY 2006 for this line item.

MEANS AND STRATEGY

Submillimeter Telescope Array

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is comprised of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, that function as one giant telescope. The SMA is now capable of combining the light from all eight of its telescopes simultaneously at two different frequencies and full bandwidth, simulating the resolving power of a much larger telescope. Notable among the results in FY 2003 was the publication of the first paper in a refereed journal, which described the temporal variability of the radio source that surrounds the black hole in the center of our galaxy. Another focus of research has been the study of the distribution of molecular gas in nearby spiral galaxies. While optical images trace the stars in the galaxies, the SMA image highlights the molecular clouds where new stars are being born.

FY 2006 base resources will be used to continue work on additional sets of receivers for the SMA, to enable us to move closer to completion of the complement of six sets per telescope. These receivers are necessary to allow observations with the SMA at key frequencies and to allow polarization measurements, both of which provide critical information on properties of the low-temperature universe. In addition, the resources will be used to incorporate two nearby telescopes, the James Clerk Maxwell Telescope (JCMT) and the Caltech Submillimeter Observatory (CSO) telescope, into the array, which will significantly enhance the sensitivity, resolution, and imaging speed of the array.

Converted MMT

The original MMT, a joint project of SAO and the University of Arizona dedicated in 1979, was composed of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun type) mount. The original multiple-mirror

design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter in the 1990s, thus more than doubling the light-gathering capability and increasing its field of view some 400 times.

The full power of the converted MMT's wide-field optics became available for scientific research in late FY 2003. The first three new instruments were brought into operation at the MMT to use this power: Hectospec (a moderate-resolution optical spectrograph fed by 300 optical fibers), Hectochelle (a high-resolution optical spectrograph fed by Hectospec's fibers), and Megacam (a powerful wide-field camera). Approximately 25,000 spectra of galaxies and stars were obtained with Hectospec and Hectochelle by the end of FY 2004. The first scientific paper based on these data has been submitted for publication; others are in preparation. MMT observers have responded to the scientific opportunities these instruments provide by preparing a large number of exciting observing proposals.

FY 2006 base resources will be used to continue the development of two key instruments for the converted MMT: Binospec and MMT-Magellan Infrared Spectrometer (MMIRS). Binospec is a wide-field optical spectrograph that will allow scientists to study how galaxies have evolved over 75 percent of the universe's lifetime. MMIRS is a powerful infrared camera and spectrograph that will allow scientists to penetrate the obscuring dust that veils star-forming regions in our own galaxy and distant galaxies. Understanding how stars form throughout time and space is a main goal of modern astrophysics, which is the key to understanding our origins.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (\$3,944,000)

Theme: The Origin and Nature of the Universe

- For SAO's SMA, the performance will be pushed to 0.35mm (900 GHz), the very edge of the atmospheric window accessible from the ground. This will provide exquisite spatial resolution for the first time at this wavelength, an improvement by up to a factor of a thousand over existing instruments. The SMA will be used to examine forming planets in nearby stellar systems, biologically important organic molecules in the atmospheres of planets and

moons in our own solar system, such as Saturn and Titan, and also the earliest generations of galaxies

- For SAO's MMT, construction of Binospec, the two-channel–imaging, faint object spectrograph for the 6.5-m MMT, will commence. Binospec will be a powerful tool for attacking several of the fundamental questions in astrophysics and physics, including the nature of Dark Energy through observations of high-redshift supernovae, the formation of the chemical elements by tracing their evolution from early stars and galaxies, and the evolution of galaxies over 75 percent of the universe's lifetime.
- For SAO's MMT, design of MMIRS will be completed achieving a level sufficient to conduct the Critical Design Review. MMIRS is a wide-field, near-infrared imager and multiobject spectrograph that will allow scientists to probe deeply into regions of star and planet formation in the Milky Way, nearby galaxies, and distant galaxies to study the formation of stars throughout space and time.

MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	19	1,803	0	0	0	0	0	0
FY 2005 ESTIMATE	28	1,640	0	0	0	0	0	0
FY 2006 ESTIMATE	28	1,675	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Improve the stewardship of the national collections	28	1,640	28	1,675	0	35
Total	28	1,640	28	1,675	0	35

BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the principal off-site conservation and collections storage facility for the National Museum of Natural History's (NMNH) irreplaceable national collections. In addition, the MSC houses important collections from other Smithsonian Museums, such as the National Museum of American History. Located in Suitland, Maryland, this facility houses more than 31 million objects. MSC accommodates collections storage for three general types of media: collections storage in cabinets, open shelving for biological specimens in alcohol, and high bay storage for very large objects such as totem poles, boats, meteorites, and large mounted mammals.

The facility also houses laboratories for molecular systematics, conservation, and other specialized research. The MSC staff provides collections management services including preservation and logistics; safety and pest control; and administrative, shipping, and receiving services. The

staff also oversees security operations required for the proper storage of museum collections, and provides computer support services for administrative, research, and collections management data needs.

The Institution is not seeking additional programmatic funding for this line item. The FY 2006 budget estimate includes an increase of \$35,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to provide more accessibility to visiting researchers, students, museum professionals and designers, and others by upgrading facilities. Upgrades to electronic communications capabilities will increase access to collections by conservators and researchers. Enhanced preservation equipment and programs will increase the long-term use of the collections. Further, in FY 2006, funds will be used to prepare collections stored in alcohol and other fluids for relocation from the NMNH on the Mall to MSC.

Included in the Smithsonian's FY 2006 Facilities Capital request is \$9.0 million to construct MSC's Pod 5 to safely store the Museum's valuable biological collections currently stored in alcohol in NMNH. These collections are currently housed in facilities that are not code compliant.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections (28 FTEs and \$1,675,000)

- Prepare for relocation of the vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids from the NMNH to the Museum Support Center. These collections total 11,175,000 specimens
- Ensure the safety of staff and collections by reducing the number of findings noted in the annual Management Evaluation and Technical Reviews
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control practices
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increase in staff activity and collections in preparation for relocation to Pod 5

SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	20	1,688	3	140	2	179	0	0
FY 2005 ESTIMATE	23	1,656	3	181	2	112	0	0
FY 2006 ESTIMATE	23	1,695	3	200	2	131	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	519	8	530	0	11
Improve the stewardship of the national collections	13	929	13	957	0	28
Enhanced Management Excellence:						
Modernize the Institution's information technology (IT) systems and infrastructure	2	208	2	208	0	0
Total	23	1,656	23	1,695	0	39

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and a steward of the national collections. SIA serves the Smithsonian community, scholars, and the general public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials; establishing policies and providing guidance for management of the national collections; offering a range of reference, research, and records services; and creating products that promote understanding of the Smithsonian and its history.

For FY 2006, the estimate includes an increase of \$39,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2006, SIA anticipates moving out of its present location in the Arts and Industries Building. Moving the archives will necessarily be a major focus of staff time and attention. See the Facilities Capital account for further discussion of this project.

In addition to this major activity, SIA will focus on capturing, preserving, and providing research materials on Smithsonian history. Specifically, SIA will continue to support the needs of thousands of researchers seeking information from the archives; to provide online access to ever more information from or about the holdings; to collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies, and the Affiliations Program); to set collections management standards; and to assist staff with the proper disposition of their files.

In association with the last function, SIA will use grant funds to test and develop a full electronic records program that has model implications for the acquisition, preservation, and long-term accessibility of Smithsonian records in electronic form.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Strengthen the high caliber of Smithsonian scholarship in support of public programs (8 FTEs and \$530,000)

- Respond, in accordance with service standards, to a minimum of 3,000 requests for information about or in SIA collections
- Complete the draft manuscript for Volume 11 of the *Papers of Joseph Henry*, the last volume in the series
- Create or add substantive information to 250 records in the History of the Smithsonian catalog in the Smithsonian Institution Research Information System (SIRIS)
- Conduct a minimum of six public presentations on SI history drawn from the Archives' collections, to reveal to non-scholarly audiences the wealth of information in Smithsonian Archives
- Support the Smithsonian Center for Education and Museum Studies, the Affiliations Program, and the Smithsonian Associates by providing lectures, instructors, and curriculum materials
- Develop an online "Using Archives" tutorial for use by remote and onsite researchers

Improve the stewardship of the national collections (13 FTEs and \$957,000)

- Manage risk, ensure accountability, maximize space, and evaluate historically valuable records by creating records schedules for the National Portrait Gallery, the Executive Offices of the National Museum of Natural History, and the Director's Office and Design Branch of the Office of Facilities, Engineering and Operations
- Add or refresh collections information on the SIA website, and add a minimum of 200 new records to SIRIS
- Assist a minimum of five Smithsonian units with revisions to their Collections Management Policy
- Issue reports on the national collections, including *Collection Statistics*, digitization statistics, and the collections disclosure report
- Publish the Institution's official annual report, *Smithsonian Annals*
- Protect and preserve the Smithsonian's documentary heritage by re-housing a minimum of 500 cubic feet of materials
- Provide a minimum of 800 hours of conservation services to archival programs through the Smithsonian Center for Archives Conservation
- Move Smithsonian Institution Archives from the Arts and Industries Building to a new facility

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (2 FTEs and \$208,000)

- Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby ensuring future access to the archives
- Refine the pan-Institutional information system for gathering collections management data, thereby improving the quality and timeliness of collections-related information

NONAPPROPRIATED RESOURCES—General trust funds provide support for salary and benefit costs for an archivist, a preservation technician, and a paper conservator. Donor/sponsor designated funds provide support for salaries and benefits for two documentary editors associated with the Joseph Henry Papers Project, and one electronic records archivist assigned to the SIA-Rockefeller Archive Center's Collaborative Electronic Records Project.

SMITHSONIAN INSTITUTION LIBRARIES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	100	8,778	10	1,142	1	472	0	12
FY 2005 ESTIMATE	111	8,611	10	1,003	2	1,721	0	10
FY 2006 ESTIMATE	111	8,779	10	977	2	519	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	2	144	2	149	0	5
Expand a national outreach effort	2	130	2	135	0	5
Strengthen the high caliber of Smithsonian scholarship in support of public programs	22	1,651	24	1,981	2	330
Improve the stewardship of the national collections	57	4,578	56	4,617	-1	39
Strengthened Scientific Research:						
Strengthen capacity in science research	1	100	1	102	0	2
Develop the intellectual component of the collections by performing collections-based studies	17	1,282	15	1,051	-2	-231
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	8	467	8	477	0	10
Modernize the Institution's financial management systems and functions	1	58	1	59	0	1
Modernize the Institution's information technology (IT) systems and infrastructure	1	137	1	113	0	-24
Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative	0	45	1	75	1	30
Recruit, hire, and retain a diverse workforce and promote equal opportunity	0	19	0	20	0	1
Total	111	8,611	111	8,779	0	168

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) supports the research, curatorial, and exhibition activities of the Smithsonian by providing and organizing pertinent information sources. To that end, SIL acquires, organizes, and delivers scholarly, scientific, and educational resources and information in all forms, including electronic. SIL fills inquiries from the government, universities, researchers, and the public.

The FY 2006 budget estimate includes an increase of \$168,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2006, SIL staff will build and refine collections with a focus on planning for the National Museum of African American History and Culture. SIL will continue to maintain exchanges of books and journals with more than 4,600 institutions worldwide, and borrow and lend books through its interlibrary lending program as a substitute for buying crucial titles.

SIL will enhance its collections information system by adding records to the Smithsonian Institution Research and Information System (SIRIS) for newly acquired titles. With the completion of the conversion of serial check-in records in 2005, SIL will implement online check-in for all active serials subscriptions in 2006, making information on recently received issues immediately available to users. SIL will continue a vigilant program of collection maintenance through binding, general collections repair, microfilming, photocopying, and disciplined acquisition of the most significant items and collections documenting our cultural and scientific heritage.

In FY 2006, SIL will share national treasures with the public through its ongoing program of well-regarded book exhibitions, lectures, and symposia. The Baird and Dibner Scholarship programs will aid SIL in building collaborations with scholarly programs in the Institution and elsewhere.

SIL will increase public access to electronic content, including digitized trade literature and online exhibitions, through website features such as *SIL on Display* and *Galaxy of Knowledge*. SIL will continue reviewing user satisfaction with all reader services through its website, and will implement enhancements accordingly. SIL will also expand its Web offerings related to Scientific Expeditions.

To achieve the goal of Strengthened Scientific Research, SIL will retain information in science as a FY 2006 priority. SIL continues to shift spending within collections management in order to sustain its outstanding collections in support of scientific research. SIL will continue to support science by providing state-of-the-art reference services, administering the Scientific Translations publications program, acquiring new electronic resources, organizing Web resources in the sciences, and training researchers to use electronic resources effectively. SIL will work with scientists to follow the recommendations of a report to be issued in FY 2005 regarding the creation of a Smithsonian Scientific Digital Depository.

The expansion of online tools—such as the electronic *Biologia Centrali-Americana* and the electronic *United States Exploring Expedition* begun in 2002—will continue to give scientists the documentation they have sought for their research, and will bring to light underutilized resources for scientific research. SIL, in conjunction with the National Museum of Natural History, will mount a searchable version of the electronic *Biologia Centrali-Americana*.

SIL provides centralized administrative support so that each museum library can focus on serving its clientele. In FY 2006, staff will seek to achieve Enhanced Management Excellence by diversifying the library workforce, improving the integrated library system, expanding digital production, completing the inventory of the trade literature collection located in the National Museum of American History, and continuing review of SIL unit costs and productivity against benchmarks.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (2 FTEs and \$149,000)

- Raise SIL impact on audiences by producing one new exhibition, with follow-up survey on visitor assessment and count

Expand a national outreach effort (2 FTEs and \$135,000)

- Increase SIL website usage by 25 percent above the FY 2005 level, and increase the length of user sessions
- Expand the sharing of SI resources throughout the country by establishing two new affiliations for traveling exhibitions and loaning at least six objects
- Enhance SIL website by producing 10 online projects (including virtual exhibitions, programs, and educational resources), and adding a further 4,000 images to the website
- Identify one new collaboration with stakeholders in SIL's unique collection of trade literature

- Reach a wider audience, and increase knowledge of SIL's collections and services, by producing five new outreach programs
Strengthen the high caliber of Smithsonian scholarship in support of public programs (24 FTEs and \$1,981,000)
- Implement new ways of providing library services to patrons relocated from the Arts and Industries Building during its renovation
- Begin planning for the full range of library services for the National Museum of African American History and Culture
- Hold Dibner and Baird public lectures and publish the Dibner lecture to present research based on SIL collections to a broad audience
Improve the stewardship of the national collections (56 FTEs and \$4,617,000)
- Improve access to special collections by raising cataloging of trade literature and art libraries' vertical files 10 percent over FY 2005
- Increase access to collections: add holding information to SIRIS on backfiles of journals by adding 800 more collection holdings records, with 60 percent completed by the end of FY 2006
- Complete the inventory for the American History trade literature collection

Strengthened Scientific Research

Strengthen capacity in science research (1 FTE and \$102,000)

- Increase access to electronic science resources by expanding Internet links at least 10 percent over the FY 2005 level

Develop the intellectual component of the collections by performing collections-based studies (15 FTEs and \$1,051,000)

- Work with SI scientists to advance the creation of an SI Scientific Digital Repository, following the report to be issued in FY 2005
- In partnership with the National Museum of Natural History, mount a keyword-searchable version of the *Biologia Centrali-Americana* to enable full access to the entire text
- Continue to expand the electronic *U.S. Exploring Expedition* to increase knowledge of an important 19th century scientific expedition through addition of links from the text to museum collections objects
- In support of historical and scientific research, document on the Web the crucial record of American Scientific Expeditions

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (8 FTEs and \$477,000)

- Evaluate additional features for automated interlibrary loan services, including direct online patron requests, automatic

notification of receipt and overdue materials, and seamless interface to bibliographic databases for borrowing and lending

Modernize the Institution's financial management systems and functions (1 FTE and \$59,000)

- Implement use of the purchase card for all appropriate transactions by granting eligible staff procurement authority and training
- Implement automated monograph requesting, ordering, invoicing, and claiming in SIRIS using Electronic Data Interface protocols
- Implement automated serials renewals, invoices, and claims

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$113,000)

- Fully implement online serial check-in: complete the conversion, begun in FY 2005, of more than 6,000 manual serials check-in records to online check-in records

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (1 FTE and \$75,000)

- Evaluate outcome measures and establish targets for baseline training of staff

Recruit, hire, and retain a diverse workforce and promote equal opportunity (\$20,000)

- Improve diversity of staff by increasing qualified African-American and Hispanic application pool for vacancies by 5 percent above the FY 2005 level

NONAPPROPRIATED RESOURCES—General trust funds help defray the costs of providing information services to Smithsonian units, and support exhibitions, publications, public programs, and fundraising efforts. Donor/sponsor designated funds support projects and programs such as the SIL/Dibner Library Resident Scholar Program, the Baird Society Scholar Program, lectures, publications, acquisitions, and preservation activities.

ADMINISTRATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	295	61,595	176	24,039	3	1,455	0	0
FY 2005 ESTIMATE	341	63,903	197	25,109	0	1,528	0	0
FY 2006 ESTIMATE	346	65,929	199	26,175	0	1,540	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH; ENHANCED MANAGEMENT EXCELLENCE; GREATER FINANCIAL STRENGTH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	6	606	6	616	0	10
Expand a national outreach effort	9	898	10	1,003	1	105
Improve the stewardship of the national collections	11	864	11	884	0	20
Deliver the highest quality visitor services	1	169	1	173	0	4
Strengthened Scientific Research:						
Provide focus for the Institution's science resources	4	407	4	417	0	10
Conduct focused scientific research programs that are recognized nationally and internationally	1	220	1	224	0	4
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	71	7,618	71	7,798	0	180
Modernize the Institution's financial management systems and functions	31	3,608	34	4,014	3	406
Modernize the Institution's information technology (IT) systems and infrastructure	97	36,092	98	36,321	1	229
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	65	9,637	65	10,606	0	969
Recruit, hire, and maintain a diverse workforce and promote equal opportunity	11	1,125	11	1,149	0	24
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	444	5	454	0	10
Complete major construction projects now under way	22	1,598	22	1,640	0	42
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	7	617	7	630	0	13
Total	341	63,903	346	65,929	5	2,026

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the Office of the Secretary, the Deputy Secretary and Chief Operating Officer, the Under Secretaries for Science and Art, as well as the central administration activities of human resources, diversity, government relations, financial management, information management, contract management, and legal services.

For FY 2006, the estimate reflects an increase of 5 FTEs and \$2,026,000, including \$729,000 for necessary pay for existing staff funded under this line item and \$854,000 for Workers' Compensation. These amounts are justified in the Mandatory Costs section of this budget. Also included are programmatic increases of \$1,392,000 and an offsetting decrease of \$949,000.

MEANS AND STRATEGY

The Institution will employ appropriate management strategies to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and are key to performing the Smithsonian's mission of connecting Americans to their history and heritage, and promoting innovations, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by attracting, recruiting, and retaining leaders possessing superior talent
- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian's comprehensive workforce analysis study. Continue to conduct workforce analyses and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Employ state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement modules of a commercial Enterprise Resource Planning (ERP) system
- Continue to make improvements in the network security infrastructure, continue a four-year replacement cycle for desktop workstations and printers, begin replacement of scientific workstations, enhance and maintain the Institution's Web infrastructure, maintain and enhance

collections information systems, and implement a secure wireless network

- Maintain and upgrade the Institution's telecommunications infrastructure to provide reliable, cost-effective voice and data communications systems in support of the Smithsonian missions and continue to modernize the Institution's aging telephone systems
- Meet federal requirements for timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the ERP effort
- Facilitate accomplishment of the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (6 FTEs and \$616,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities

Expand a national outreach effort (10 FTEs and \$1,003,000)

- Maintain dialogue with Smithsonian units and museum directors to develop and expand a national outreach effort to share the Smithsonian's resources with larger, more diverse audiences throughout America, particularly the Latino community
- Improve the outreach database and associated reporting structures so that they provide the capability for input and output from all outreach units in the Institution
- Support collections-based studies that enhance existing databases, create new ones, and increase the potential of the collections for future scientific inquiry and public use, particularly in the area of Latino contributions

Improve the stewardship of the national collections (11 FTEs and \$884,000)

- Maintain the collection of more than four million historical images and the support of all Smithsonian collection managers in the documentation of their collections for preservation and research purposes

Deliver the highest quality visitor service (1 FTE and \$173,000)

- Assist the Under Secretary for Art with surveys of museum visitors and development of marketing goals, strategies, and specific activities aimed at increasing visitorship

Strengthened Scientific Research

Theme: Supports all Science Themes

Provide focus for the Institution's science resources (4 FTEs and \$417,000)

- Continue to monitor implementation of Science Strategic Plan and focal areas of the Science Themes
- Increase cross-cutting collaboration in support of Science Themes and focal areas such as Planets, Biodiversity, and Human Diversity
- Increase significantly the number of peer-reviewed papers in Science Themes

Conduct focused scientific research programs that are recognized nationally and internationally (1 FTE and \$224,000)

- Reinstate colloquia and symposia in support of the Science Themes and focal areas
- Increase significantly the number of proposals for external, competitive funding

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (71 FTEs and \$7,798,000)

- Guide the Smithsonian with modern business management techniques, provide quality legal counsel, and create a world-class management structure and team
- Provide financial leadership and guidance that reflects best business practices, exploits modern technology, and is responsive to unit needs
- Incorporate results-based assessments into the Institution's strategic and financial decision-making processes
- Improve responsiveness to Institution units, including responding to training needs
- Strengthen management services in support of the Institution's mission, including initiatives in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, 10 best museum and/or research practices
- Establish, meet, and exceed standard tasks and time frames for major construction and major exhibition design and fabrication of projects, consistent with best business practices
- Establish a commission of experts on cultural issues and coordinate the first outside evaluation of cultural and artistic resources at the Smithsonian

Modernize the Institution's financial management systems and functions (34 FTEs and \$4,014,000)

- Support implementation of the ERP financial modules by identifying requirements and documenting re-engineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits

Modernize the Institution's information technology (IT) systems and infrastructure (98 FTEs and \$36,321,000)

- Replace telephone systems in the Smithsonian Castle and the old Patent Office Building (POB)
- Replace 25 percent of the Institution's desktop personal computers
- Maintain the Smithsonian's network and information technology infrastructure
- Continue the implementation and support of the ERP system
- Continue to modernize components of the Facilities Management System
- Extend service hours of coverage for the Network Operations Center and help desk
- Maintain telecommunications operation

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (65 FTEs and \$10,606,000)

- Build a cooperative environment among all Smithsonian staff through increased communication and emphasizing each person's contribution to the Institution's special mission
- Provide quality human resources services to a dynamic, widely diverse population, using modern techniques and best practices
- Continue implementing and evaluating the Human Capital Workforce Restructuring Plan Institution-wide in order to effect organizational changes designed to streamline and leverage the Institution's workforce

Recruit, hire, and maintain a diverse workforce and promote equal opportunity (11 FTEs and \$1,149,000)

- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and woman-owned businesses
- Provide training and informational programs that promote a work culture that values diversity

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$454,000)

- Increase contacts initiated by the Institution by 10 percent
- Complete major construction projects now under way (22 FTEs and \$1,640,000)***
- Perform all contract management activities that support major capital facilities projects and exhibitions, including precontract, contract negotiation, and postcontract award activities, and warranty and contract close-outs

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (7 FTEs and \$630,000)

- Annually present and justify federal budget submission to OMB and Congress

FY 2006 REQUEST—EXPLANATION OF CHANGE

For FY 2006, the Smithsonian is requesting program increases of 5 FTEs and \$1,392,000 to improve accounting performances, Institution-wide contract and procurement programs, audit performances, and to extend the hours of the network operations center, and implement an online recruiting system. This request is offset by a \$949,000 decrease in funding for the Institution's telecommunications infrastructure. These changes are described in greater detail below.

- (+ \$291,000, + 3 FTEs) Hire a Staff Accountant to perform financial reconciliations for Smithsonian master accounts; and two Systems Accountants to perform monthly account reconciliations and analyze discrepancies between PeopleSoft modules.
- (+ \$112,000, + 1 FTE) Supports a Contract Specialist who will perform contract management activities generated by the significant increase in workload, including the reopening of the POB. The reopening will involve the Office of Contracting in ongoing acquisition planning and numerous contracts for opening events, exhibit design, fabrication, and installation, and intellectual property licensing and publishing of materials related to the reopening.
- (+ \$49,000) Supports the federal portion of the central annual audit of the Smithsonian's financial statements, in accordance with the Chief Financial Officers Act. For the past several years, this function has been performed by KPMG. The KPMG contract includes increased adjustments for performing the annual audit.

- (+ \$500,000) Extends the core hours of operation of the network operations center from 10.5 hours a day, five days a week, to 17 hours a day, seven days a week. This increase will support critical staffing of the Network Operations Center and provide critical IT support to Institution staff and researchers through network problem resolution and limited Help Desk services; and monitoring and reporting of Voice over Internet Protocol (VOIP) telephones and telephone devices, network office automation servers, and security monitoring.
- (+ \$440,000, + 1 FTE) Supports the deployment of the ERP Human Resources Management System (HRMS) to administer, recruit, hire, promote, and retire the Institution's diverse workforce with the Quick Hire module. The Human Resource Specialist will develop the online question libraries that the program uses to rate and rank the applicants. This reduces the timeline hiring cycle from several weeks to a few days.
- (-\$949,000) Decrease in funding the modernization of telecommunications infrastructure as well as the voice and data operations and maintenance. This reduction defers the conversion of the Institution's existing telephone network to the VOIP telephone system at the Victor Building.

If the FY 2006 request is not allowed, the Smithsonian will be unable to provide support for extended hours of operation, which reduces the quality of service and limits immediate problem resolutions. Implementation of the Quick Hire system, which is the online recruiting system, as part of the ERP system, will be deferred as well, making it difficult to meet the e-Government initiative. This forces the Institution to continue to operate under the current manual resume checks process, which is not timely in filling vacancies and hinders the Institution from executing its plans to modernize its recruiting process. The functions of the Contract Specialist will have to be assigned to existing contracting staff members who are already handling heavy workloads for the museums they support, including the newly opened National Museum of the American Indian. As a result, it will take longer for contracting staff to complete these projects, other projects throughout the Institution will also be negatively impacted, the responsible museums and program offices will be unable to keep up with schedules, and the responsiveness of the Contracting Office to Institution units overall will decline. The Institution will not be able to support the directive to achieve monthly closing of the Institution's financial statements using a modernized financial management system populated with accurate information, and to meet the requirement for providing audited financial statements. As a result, the Institution would continue its current labor-intensive, manual processes.

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel and other related costs. General trust

funds also are used to support administrative activities, information dissemination, outreach, publications, and fundraising. Donor/sponsor designated funds provide support for costs related to programs and projects such as scientific research, and costs related to the Center for Photography. For example, the Seward Johnson endowment fund is used to improve basic support and strengthen important research efforts carried out at marine stations, and for pursuing opportunities in oceanographic research.

FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	289	38,510	0	237	0	23	0	0
FY 2005 ESTIMATE	362	39,371	0	407	0	38	0	0
FY 2006 ESTIMATE	357	45,680	0	407	0	39	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
Execute an aggressive, long-range Smithsonian facilities program	351	35,890	346	42,185	-5	6,295
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	11	3,481	11	3,495	0	14
Total	362	39,371	357	45,680	-5	6,309

BACKGROUND AND CONTEXT

Facilities maintenance focuses on the maintenance and minor repair of the largest museum complex in the world, which houses the Institution's collections and staff, research and other programs, and hosts more than 20 million visitors each year. The Office of Facilities Engineering and Operations (OFEO) oversees facilities maintenance of this infrastructure that covers over 9 million gross square feet in more than 450 buildings and structures on 19,000 acres (90 acres landscaped and/or hardscaped), and using 38 miles of perimeter fencing and over 100 lane miles of roads.

In 1990, the National Research Council (NRC) established 2–4 percent of the aggregate replacement value of facilities (assuming that the facilities are in prime condition) as an appropriate amount to budget for routine

maintenance and repair. An FY 2003 assessment estimates the Smithsonian's current replacement value to be approximately \$4.4 billion. The NRC criteria, combined with the results of comprehensive facilities assessments of Smithsonian properties, indicate that the Smithsonian must significantly increase maintenance and repair funding due to the deplorable condition of the crumbling infrastructure.

For FY 2006, the estimate includes an increase of 18 FTEs and \$6,309,000, offset by a return of 23 unfunded FTEs. This amount includes 18 FTEs and \$5,866,000 to support the Smithsonian's efforts to further sustain and repair the current infrastructure, and \$443,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, OFEO has initiated an aggressive, long-range Smithsonian facilities maintenance and minor repair program within existing funding levels, using a Reliability Centered Maintenance (RCM) approach. RCM is a widely used industry maintenance philosophy that incorporates a logical and cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (346 FTEs and \$42,185,000)

- **Further develop a maintenance organization and budget to achieve world-class cultural and scientific facilities**
 - Reduce the growth of the maintenance backlog from a projected \$40 million to \$35 million per year
 - Maintain planned maintenance level at 55 percent of total annual maintenance expenses
 - Maintain temperature and relative humidity within required limits 80 percent of the time
 - Improve mean time between repairs of critical vertical transportation units to greater than 60 days
 - Maintain customer satisfaction with maintenance activities at a rate greater than 90 percent

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (11 FTEs and \$3,495,000)

- Ensure physical protection systems operate as intended 99 percent of the time to minimize risk to the Institution's collections
- Reduce number of facilities-related safety Risk Assessment Codes 1 and 2 findings by 10 percent

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of 18 FTEs and \$6,309,000, offset by a return of 23 unfunded FTEs. Included in the request is an increase of \$443,000 for necessary pay for existing staff, which is justified in the Mandatory Costs section of this budget. OFEO is seeking a program increase of 18 FTEs and \$5,866,000 for essential maintenance and repair of the Institution's physical assets. The increases are as follows:

- (+ \$4,852,000, +4 FTEs) This increase provides funds to strengthen critical systems maintenance and repair throughout all Smithsonian facilities, providing a safe, healthy, and productive environment for visitors, staff, and collections. Included in this increase is \$280,000 for four HVAC mechanics, and \$4,572,000 for contract support for the Institution's facilities maintenance efforts to supplement staff capabilities where specialized skills or equipment are required.
- (+ \$490,000, +7 FTEs) This increase supports additional maintenance requirements for the new Asia Trail exhibits at the National Zoological Park. The request provides \$210,000 for three mechanics, \$140,000 for two electricians, and \$140,000 for two pipe fitters to support the increased size and complexity of the new buildings and mechanical systems.
- (+ \$366,000, +5 FTEs) This increase provides funds for maintenance functions of systems and equipment in the newly renovated Patent Office Building. The request provides \$210,000 for three maintenance and HVAC mechanics, \$78,000 for one electrician, and \$78,000 for one pipe fitter to provide the requisite upkeep for the new sophisticated equipment.
- (+ \$158,000, +2 FTEs) This increase supports increased operation and maintenance requirements at the Smithsonian Environmental Research Center due to growth of programs and facilities over the past 10 years. The request provides \$140,000 for two maintenance mechanics and \$18,000 for equipment costs to ensure continuing services and proper upkeep of equipment.

Although the Smithsonian's level of maintenance funds has increased over the past three years, inadequate funds for routine maintenance and repair persist. This funding shortfall will realistically continue a "run to failure" approach to maintenance in lieu of the RCM-prescribed "predictive" approach. The requested level of funding will not allow the Institution to cover critical maintenance requirements, maximize benefits from initial RCM implementation, or allow the Institution to build on initial benefits gained from the recent facilities integration initiative. Further, if the FY 2006 request is not allowed or reduced, it will hinder the Smithsonian's efforts to reverse the downward spiraling effects of the deplorable conditions of its infrastructure. The Institution has been striving to be responsive to the findings of the congressionally mandated National Academy of Public Administration's (NAPA) report on the deteriorated condition of facilities. One of the primary recommendations of the NAPA report was to increase funding and staffing levels for facilities maintenance. If not funded at the required levels, maintenance backlogs, already approaching an unacceptable \$350 million, will continue to grow and significantly increase the future costs of repair in both the facilities maintenance and capital accounts. The Smithsonian will be unable to provide adequate maintenance services to fire protection systems, elevators and escalators, and building ventilation systems. The result will be increased life safety risks to visitors and staff, accelerated deterioration of artifacts, and increased potential for mold and microbe proliferation, which can cause indoor air quality problems such as Sick Building Syndrome and increased energy usage.

NONAPPROPRIATED RESOURCES—General trust funds support staff salaries, benefits, and other support costs. Donor/sponsor designated funds provide support for costs related to specific programs and projects.

FACILITIES OPERATIONS, SECURITY, AND SUPPORT

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	1,314	132,657	21	4,532	3	20	0	0
FY 2005 ESTIMATE	1,818	144,083	18	4,678	5	303	0	0
FY 2006 ESTIMATE	1,658	156,351	18	4,678	5	347	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
Offer compelling, first-class exhibitions and other public programs	8	675	8	686	0	11
Enhanced Management Excellence						
Execute an aggressive, long-range Smithsonian facilities program	588	84,043	589	94,600	1	10,557
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	1,222	59,365	1,061	61,065	-161	1,700
Total	1,818	144,083	1,658	156,351	-160	12,268

BACKGROUND AND CONTEXT

Facilities Operations, Security, and Support (OSS) operates and secures the Smithsonian's physical infrastructure under the direction of the Office of Facilities Operations and Engineering (OFEO). OFEO's mission is to provide and safeguard a quality-built environment that enables the Smithsonian-wide staff to achieve their programmatic mission and increase and diffuse knowledge for the enjoyment of visitors.

OSS integrates OFEO operational aspects and provides support for activities such as custodial work, snow removal, pest control, refuse

collection and disposal, grounds care and landscaping, environmental operations and record keeping, fire protection, security services, and central utility plant operations. Also included are personnel costs necessary to support facilities planning, architectural/engineering design planning and specification services, as well as related support services such as mail, transportation, and the payment of utilities and central rent. Centralized facilities management allows for consistent services and business processes throughout the Smithsonian and contributes to the Institution's goal of Enhanced Management Excellence.

For FY 2006, the estimate includes an increase of 9 FTEs and \$12,268,000, offset by a return of 169 unfunded FTEs. This amount includes \$2,324,000 for necessary pay for existing staff funded under this line item; \$8,948,000 for utilities and rent, which are all discussed under the Mandatory Costs section of this budget; and 9 FTEs and \$996,000 to support security and facility services for the newly renovated Patent Office Building (POB).

MEANS AND STRATEGY

FY 2006 resources will enhance the ability of OFEO to meet its stewardship responsibilities by focusing efforts and resources on facilities operations and security. To achieve the Institution's goal of Increased Public Engagement, resources are used to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the Institution's goal of Increased Public Engagement, OFEO will improve the Smithsonian's facilities as part of the progress being made toward world-class cultural and scientific facilities as measured by predefined industry standards.

To achieve the goal of Enhanced Management Excellence, resources are focused on satisfying the ongoing operational requirements of Smithsonian facilities to meet programmatic needs. OFEO will continue to devote resources to implement and upgrade security measures at Smithsonian facilities. Requested resources will continue to address the heightened security measures necessary to address elevated risks such as those identified in the Smithsonian's May 2002 Composite Risk Assessment report.

This budget request proposes to charge travel and related minor administrative expenses, which are currently funded from OSS but attributable to specific capital projects, directly to those specific capital

projects. This change will permit total costs to be accrued to specific projects and improve the accuracy and collection of cost information for improved management and reporting purposes.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (8 FTEs and \$686,000)

- Present an Orchid Show in concert with the U.S. Botanic Garden and the National Museum of Natural History
- Continue design and development of the exhibition *Adolf Cluss: From Germany to America, Shaping a Capital City Worthy of a Republic* in conjunction with the City Museum of Washington, Goethe Institute, Heilbronn City Archives, Sumner School Museum and Archives, German Historical Institute, and the National Building Museum
- Present four academic lectures and tours to increase public knowledge of the history of the oldest Smithsonian facilities

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (589 FTEs and \$94,600,000)

- Improve the overall cleanliness and efficient operation of Smithsonian facilities. Make museums “sparkle.”
 - Continue integration of the facilities management program and related activities across the Smithsonian to improve operational efficiency and effectiveness, cost control, quality control, and accountability
 - Mature performance metrics to document baseline standards for response times and quality service
 - Improve cleanliness measurements by 10 percent over October 2004 baselines. Make museums “sparkle”
 - Maintain customer satisfaction with custodial and labor services greater than 90 percent

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (1,061 FTEs and \$61,065,000)

- Sustain the rate of complaints about security staff and procedures to less than two per million visitors. Balance effective security measures that mitigate security risk to acceptable levels with the need to minimize disruption to visitors and staff

- Keep the Institution’s disaster management plan and individual museum/facility disaster plans current through programmed table-top disaster management exercises and emergency drills
- Reduce number of operations-related safety Risk Assessment Codes 1 and 2 repeat findings by 10 percent

FY 2006 REQUEST – EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of 9 FTEs and \$12,268,000, offset by a return of 169 unfunded FTEs. Included in the request is an increase of \$2,324,000 for necessary pay for existing staff and \$8,948,000 for mandatory utilities and rent, which are all justified in the Mandatory Costs section of this budget. Also included is a program increase of 9 FTEs and \$996,000 to support security and project requirements at the POB.

- (+ \$996,000, +9 FTEs) This increase will provide salaries and benefits for one laborer (\$40,000) and eight security guards (\$336,000) at the newly renovated POB to ensure it meets benchmarked standards and the goals for facility operations, security, and safety. Funds will also provide \$620,000 for supplies, uniforms, materials, and equipment necessary to support security and facility services requirements at POB.

If the FY 2006 request is not allowed, the Institution will not be able to provide necessary facility and security services at POB, which reopens in FY 2006, resulting in an inability to keep the infrastructure and renovated facility properly supported. The facilities support at POB would not be commensurate with other Smithsonian facilities, thus undermining the Smithsonian’s ability to provide first-class operational services at the newly reopened museum.

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits for personnel and other related costs. Donor/sponsor designated funds provide for costs related to programs and projects such as horticulture research.

1 40
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FACILITIES CAPITAL

FY 2004 Appropriation	\$107,627,000
FY 2005 Appropriation	\$126,123,000
FY 2006 Estimate	\$90,900,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$(000)	FTE	\$(000)	FTE	\$(000)
Enhanced Management Excellence:						
Complete major construction projects now under way	6	7,879	5	9,000	-1	+1,121
Execute an aggressive, long-range Smithsonian facilities program	32	118,244	33	74,000	+1	-44,244
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	0	0	0	7,900	0	+7,900
Total	38	126,123	38	90,900	0	-35,223

BACKGROUND AND CONTEXT

The Facilities Capital program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to pay for modern facilities that satisfy public programming needs and facilitate world-renowned research efforts. However, many years of insufficient investment in both facilities capital and maintenance has led to growing, widespread deterioration and increasingly impaired performance of the Institution's physical plant.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a \$1.5 billion requirement for capital revitalization of Smithsonian facilities over the next decade. The National Academy of Public Administration (NAPA) study of that same year confirmed these findings. Without question, there is an urgent need for major investment so that the Smithsonian can escape the current, never-ending crises of costly, unforeseen, breakdown repairs. Without it, the Institution will fail in its mission.

MEANS AND STRATEGY

The FY 2006 request for the Facilities Capital program represents a modest investment in the goal of Enhanced Management Excellence. The request level is substantially lower than last year's funding.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the physical plant of the Smithsonian and position it for the 21st century. It is a compilation of the knowledge learned from more than 200 architect-engineer consultant investigations and internal condition assessments. The facilities requirements known at this time fall into two essential, major areas: facilities capital and facilities maintenance.

The Facilities Capital program entails both construction and revitalization activities, though the latter dominates this request. Revitalization addresses the causes of advanced deterioration through repairs or replacement of declining and failed infrastructure. Once completed, these projects avoid the crippling failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and irretrievably lose scientific data. The capital program also requests a small amount of funds for construction of an alcohol storage facility and laboratory at the Institution's Suitland, Maryland, site.

Funding for facilities routine maintenance and minor repair is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of its facilities and protect the Institution's investment in revitalization. Underfunding maintenance threatens this Capital investment.

The Institution plans to use these combined resources over the next decade in an attempt to arrest the downward spiral of deterioration, with the result being safe, code-compliant, and functional facilities to support Smithsonian programs. More robust future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Complete major construction projects now under way (5 FTEs and \$9,000,000)

- Complete 50 percent of the construction of Pod 5 at the Museum Support Center
- Complete VERITAS support building.

Execute an aggressive, long-range Smithsonian facilities program (33 FTEs and \$74,000,000)

- Reduce \$1.5 billion backlog of revitalization requirements by 5 percent
- Complete revitalization of the Patent Office Building
- Complete construction of Asia Trail Phase I at the National Zoological Park
- Complete Phase I and 40 percent of Phase II of the core space revitalization at the National Museum of American History, Behring Center
- Complete 80 percent of the revitalization of Ocean Hall Exhibit space at the National Museum of Natural History (NMNH)
- Complete relocation of the staff and programs in the Arts and Industries Building and place the building in a “mothball” status
- Subject to available funding, implement NAPA’s recommendation to complete 35 percent design of projects in FY 2008 prior to requesting funding

Ensure safety and protection of Smithsonian facilities, collections, staff, visitors, and volunteers (\$7,900,000)

- Complete construction of permanent perimeter security barriers at the National Air and Space Museum
- Initiate construction of permanent perimeter security barriers at NMNH

FY 2006 REQUEST

The Institution requests \$90,900,000 and 38 FTEs for Facilities Capital in FY 2006 for Revitalization and Construction, plus the Planning and Design funding needed to support these efforts. The request represents a decrease of \$35,223,000 from the FY 2005 appropriation.

The chart that follows summarizes the Institution’s request for the highest priority projects for FY 2006, and the related future program requirements through FY 2010.

SMITHSONIAN INSTITUTION

**Facilities Capital Program Summary
FY 2006 - 2010**

CATEGORY <i>\$Millions</i>	Received					Congress Request	Future Program				
	Prior	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2002	FY 2008	FY 2009	FY 2010	Outyears
REVITALIZATION											
<i>Major Projects</i>											
Arts & Industries Building	7.2	6.0			23.4	5.8	1.3	57.0	61.0	64.0	
Freer Gallery											10.0
Hirshhorn Museum											20.0
Museum Support Center									10.0		20.0
National Air and Space Museum											55.0
National Museum of American History	1.4			3.4	10.0	18.4	13.1				45.0
National Museum of Natural History	76.4	12.0	10.0	3.0	7.0	12.8	29.2	30.0	29.0	30.0	115.5
National Zoological Park	8.3	4.9	7.0	23.7	19.5	13.0	23.9	17.5	21.1	21.6	91.6
Patent Office Building	33.6	15.0	25.0	47.4	44.4						
Quadrangle											56.0
Renwick Gallery											25.0
Silver Hill Facility											21.0
Smithsonian Castle	1.0										75.0
STRI, Gamboa Development							2.1	6.0	1.2	1.8	1.8
Anti-Terrorism Protection						7.9	12.5	11.7	15.0	23.8	25.0
<i>Other Revitalization Projects</i>		30.0	21.2	12.0	6.0	15.0	37.0	23.5	15.1	16.1	ONGOING
SUBTOTAL	127.9	67.9	63.2	89.5	110.3	72.9	119.1	145.7	152.4	157.3	560.9
CONSTRUCTION											
NMAI Mall Museum	73.3	30.0	15.9								
NMNH, Museum Support Center Pod 5				9.9	6.9	9.0	14.5				
SAO, VERITAS Site Improvements					1.0						
National Museum of African American History & Culture									TBD	TBD	TBD
SUBTOTAL	73.3	30.0	15.9	9.9	7.9	9.0	14.5	0.0	0.0	0.0	ONGOING
FACILITIES PLANNING & DESIGN	0.0	0.0	8.3	8.2	7.9	9.0	34.0	18.5	12.9	16.5	ONGOING
TOTAL REQUEST	201.2	97.9	87.4	107.6	126.1	90.9	167.6	164.2	165.3	173.8	ONGOING

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This investment provides for the replacement of failing or failed major building systems and equipment and major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail activities to ensure life-safety, Americans with Disabilities Act (ADA), and historic preservation compliance, as well as programmatically driven alterations or modifications. Major projects cost more than \$5 million.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Zoological Park	Revitalization — <i>Renovate Wetlands Area of Bird Exhibit Destroyed by Fire (\$8,600)</i> — <i>Renew Facades, Roofs, and Skylights at Rock Creek (\$2,000)</i> — <i>Upgrade Critical Infrastructure (\$2,400)</i>	13,000
National Museum of American History, Behring Center	Revitalize NMAH, BC Public Space (Central Core)	18,400
National Museum of Natural History	Revitalize NMNH (Renovate Halls 7–10 and West Wing Basement)	12,800
Arts and Industries Building	Close Building and Relocate Staff and Collections	5,800
Mall Facilities	Construct/Install Anti-Terrorism Protection	<u>7,900</u>
TOTAL MAJOR PROJECTS		\$57,900

Other Revitalization Projects

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, however, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Air and Space Museum	Upgrade Fire Alarm System	4,950
National Museum of Natural History	Install Flame Detection in Collection Storage Areas	2,000
Multiple Locations	Construction Supervision & Admin	3,500
Multiple Locations	Misc. projects \$500,000 & under	<u>4,550</u>
TOTAL OTHER PROJECTS		<u>\$15,000</u>
TOTAL REVITALIZATION		\$72,900

PROJECT TITLE: Renovate Wetlands Area of Bird Exhibit Destroyed by Fire
INSTALLATION: National Zoological Park, Rock Creek Park
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): \$8,600

BUILDING/SITE BACKGROUND:

The National Zoological Park in Washington DC, a National Historic District, was built in the 1890s and was expanded in the 1930s. The National Zoological Park is now more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment has vastly deteriorated. Over half the buildings have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. During their last accreditation review, the American Zoo and Aquarium Association (AZA) stated that significantly increased investment is necessary at the National Zoo. The National Academy of Science study of Zoo animal care and regular U.S. Department of Agriculture inspections confirm this requirement. Site planning and discussion continues on construction of a new elephant yard, however, the initial design is being rethought and the Wetlands Reserve is a higher near-term priority.

PROJECT JUSTIFICATION:

In April 2004, a fire destroyed 95 percent of the boardwalk deck through the Wetlands exhibit area and most of the systems critical to water supply, environmental control, and life support for the waterfowl in this area. The fire also eliminated direct public access to the Wetlands and the Bird House. Temporary public access is now by way of a very steep back road shared by service vehicles. Even before the fire, this area was listed as a failed area of the Zoo and public access did not meet ADA requirements. The wetlands pools are more than 20 years old, and for most of that time have been plagued by aerial and terrestrial predators, now including coyotes who have taken up residence in Rock Creek Park. Water management does not comply with current best practice, resulting in excessive water use. Prior to the fire, access to the Bird House and Wetlands exhibit was by a very steep, paved walk. The current Asia Trail construction includes a bridge providing an accessible path from the Olmsted Walk to the Wetlands. Restoration of the nearly 1-acre Wetlands Exhibit area is the natural extension of this effort, to ensure continuity of the visitor experience. Otherwise, the bridge will lead to a closed area in the very heart of the Zoo. Renovating this critical habitat with modern exhibit features is important for zoo visitation and for the study of waterfowl and migratory birds. It is also an opportunity to tell a more exciting "story" that connects visitors with the Smithsonian's active scientific research program on migratory birds.

PROJECT DESCRIPTION:

Bird migration is perhaps the most engaging natural phenomenon on Earth. The movement of billions of birds crisscrossing the globe instills wonder and prompts questions about how they navigate, how they adapt to diverse environments, and how they complete these marathon journeys. This project will reconstruct the Wetlands and migratory exhibit area by providing new predator protection, replacing the existing pools, electrical, water supply and recirculation systems and storage areas, and provide disabled access by rebuilding the boardwalk and visitor viewing area. In addition to the funds requested here, the Smithsonian will seek private funding support for the project, including fabrication and installation of exhibit and interpretative elements.

PROGRESS TO DATE:

The Institution will use funds appropriated in FY 2005 to design the restoration project.

IMPACT OF DELAY:

A delay would prolong the time for this area to be off exhibit and further delay the facilities revitalization program at the Zoo.

PROJECT TITLE: Renew Façades, Roofs, and Skylights
INSTALLATION: National Zoological Park, Rock Creek Park
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): \$2,000

PRIOR YEAR FUNDING: \$7,345

FUTURE YEAR FUNDING (FY 2007): \$2,000

BUILDING/SITE BACKGROUND: (see previous)

PROJECT JUSTIFICATION:

Among the most significant facilities problems at the National Zoological Park (NZN) are the leaking roofs, skylights, and facades of several major buildings. Although the Zoo's long-term revitalization program will totally modernize these buildings in future years, current leaks continue to worsen and emergency repairs are no longer adequate to ensure the safety of animals and visitors. The Smithsonian is installing roofing systems that will enable replacement of the roofs now, but can still be utilized when the buildings are fully restored later.

PROJECT DESCRIPTION:

The Institution requests \$2 million in FY 2006 to continue the renovation of NZN roofs and exteriors. Although the priority order of renewal will be established during 2005, the leading candidates for FY 2006 major roof and exterior renewal are the Administration Building, Research Building, Veterinary Hospital, Think Tank, Bird House, Komodo Dragon Building, Genetics Laboratory, Boiler Plant, and Police Station. These facility renewals will be phased in priority order over the next several years.

PROGRESS TO DATE:

From earlier appropriations, the Smithsonian has nearly completed renewal of the façade, roof, and skylights at the Elephant House, Small Mammal House, and the Amazonia Building. FY 2005 funds will be used to renew the Reptile House and to survey, plan, prioritize, and design façade, roof, and skylight repairs at other buildings at the National Zoo.

IMPACT OF DELAY:

A delay would prolong the facilities revitalization program at the Zoo. Leaking roof and façade elements will continue to cause deterioration of interior finishes and systems, leading to higher repair and replacement costs.

PROJECT TITLE: Upgrade Critical Infrastructure
INSTALLATION: National Zoological Park, Rock Creek Park & Front Royal
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): \$2,400

PRIOR YEAR FUNDING: \$4,443

FUTURE YEAR FUNDING (FY 2007–FY 2012): \$8,950

PROJECT JUSTIFICATION:

The Zoo's infrastructure comprises basic utilities (water, electric, steam, sewers, and stormwater systems), HVAC, fire detection and suppression, aquatic life support, predator control, and critical service installations such as restrooms, locker rooms, and keeper rooms. The current utility and fire protection infrastructure is totally inadequate to meet the needs of the Zoo and to protect and support its animals. A 2001 site utility study identified \$7 million of water supply, stormwater management and drainage, sewer, contaminated water, electric, steam, and other utility and landscaping work needed at the Zoo. The water supply issue is critical as the network that supplies the fire protection system does not provide adequate water flow and pressure, and currently leaks, which further exacerbates the problem.

PROJECT DESCRIPTION:

The Institution requests \$2.4 million to continue installation of fire protection systems in Zoo facilities, upgrade the water, sewer, mechanical, electrical, and plumbing systems, and to renovate restrooms, locker rooms, and keeper rooms at Rock Creek.

PROGRESS TO DATE:

The Institution has used previously appropriated funds to upgrade the high-voltage electrical service for the upper section of the Rock Creek facility, including new transformers and a new ductbank as well as conduit, electric feeders and switchgear from Connecticut Avenue to the Elephant House. Funds are also being used to upgrade the fire protection water supply. Additional fire alarm, smoke detection, and fire suppression systems will also be installed in critical areas of the Rock Creek and Front Royal facilities. During FY 2005, the Zoo will develop concept designs for upgrading underground utilities for the park, and will coordinate projects in priority order with renewal efforts that will be identified in the Master Plan, which is also under development during FY 2005.

IMPACT OF DELAY:

A delay would prolong the facilities revitalization program at the Zoo.

PROJECT TITLE: Revitalize Public Space (Central Core)
INSTALLATION: National Museum of American History (NMAH), Behring Center
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars):

Central core construction	\$18,400
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PRIOR YEAR FUNDING:

Design	9,274	
Construct Package I	3,456	
Construct Package II, Central Core	<u>5,700</u>	
	\$18,430	\$18,430

FUTURE YEAR FUNDING (FY 2007):

Complete central core construction	\$ <u>13,100</u>
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Total	\$49,930*
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* Does not include \$4.3 million in raised funds.

BUILDING BACKGROUND:

NMAH is a modern classical building built in 1964 as the Museum of History and Technology. The 752,000 gross square-foot building houses exhibits that explore America’s technological, scientific, cultural, and political history. The annual number of visitors has been around 3 million in recent years.

The Behring Foundation pledged \$80 million to the Smithsonian to develop a series of thematic halls highlighting important aspects of American history and accomplishment. In 2002, a Blue Ribbon Commission recommended that the Museum improve the architectural and aesthetic setting for exhibits and visitors’ orientation, provide a balance of exhibit themes and content, and increase the Museum’s reach. In FY 2003, NMAH developed exhibition, outreach, and collecting plans, which guided a dramatic new public space revitalization that will impact 330,000 gross square feet on all three exhibit floors.

PROJECT JUSTIFICATION:

The Museum fire-detection and alarm system is outdated and requires excessive maintenance. The public restrooms do not meet code in fixture quantity and are not fully accessible; some are difficult for visitors to find. Public circulation areas, amenities, and lobbies are worn and in disrepair. Elevators are not fully accessible and are not all connected to emergency power. Paths of emergency egress are not clearly defined, and fire-separation doors are difficult to maintain, creating life-safety hazards for the public and staff. Deficiencies in the mechanical system have caused extreme

variations in building humidity and threaten damage to collections. Steam-condensate piping and pressure-reducing valve stations are in poor condition. Transformer vaults are not air conditioned, threatening power failures due to heat.

PROJECT DESCRIPTION:

The Institution requests \$18.4 million for FY 2006 to continue work in the central core as described below. The Museum plans to raise \$4.3 million in private funds to supplement this amount and to maintain critical path progress necessary to reopening the *Star-Spangled Banner* exhibit on schedule in June 2007. The project will: Replace the building's fire-alarm system with a new addressable fire detection and alarm system with expansion capacity; relocate and expand the public restrooms to meet code requirements for accessibility and improve fixture count for visitors and special events; restore public circulation and orientation areas; upgrade elevators so they are safe, accessible, and operable on emergency power; restore public paths of egress to emergency stairs; re-engineer the life-safety strategy to eliminate deficient fire-separation doors; improve Museum lighting and sound on the main public floors; and provide a new power-distribution system and correct the mechanical system, including air conditioning in the transformer vaults. The work must be performed in conjunction with the Museum's plan to modernize its public programs, and is being phased in to coincide with the exhibit renewal program. The *Star-Spangled Banner* reinstallation exhibit is scheduled to open in June 2007. Work in the central core is critical to successfully opening this exhibit.

PROGRESS TO DATE:

The Institution will use \$10 million received in FY 2005 to complete design and begin construction in the central core of the building. Design began with \$5 million in FY 2003 and FY 2004, and will conclude with the \$4.3 million appropriated in FY 2005. The Institution completed work on the systems for the third floor, east wing of the building, and the *Price of Freedom* exhibit opened on schedule in November 2004.

IMPACT OF DELAY:

A deferral of the work planned for FY 2006 would delay the opening of the *Star-Spangled Banner* reinstallation. Failure to open the exhibit in 2007 as planned would constitute a breach of contract with the donor, leaving future installments of the \$80 million donation at risk and damaging the credibility of the Institution with potential donors. Potential system failures such as elevators, escalators, and fire-protection systems will pose threats to the safety of Museum visitors, staff, and collections. Equipment and systems at the end of their useful life will continue to fail at increasing rates, be more expensive to fix later, and demand excessive amounts of time from maintenance staff.

PROJECT TITLE: Renew Public Space (Renovate Halls 7–10 and West Wing Basement)
INSTALLATION: National Museum of Natural History (NMNH)
LOCATION: Washington, DC

<u>FY 2006 COST ESTIMATE (Thousands of Dollars):</u>	
Continue HVAC/Utility System Replacement and Building Renovation	\$12,800*
<u>PRIOR YEAR FUNDING</u>	\$108,370
<u>FUTURE YEAR FUNDING (FY 2007–FY 2016)</u>	
Ongoing HVAC replacement and code improvements	\$ <u>236,700</u> *
Total	\$357,870

* Does not include future funding in Planning and Design to complete design of revitalization project.

BUILDING BACKGROUND:

The National Museum of Natural History building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building’s East and West courtyards in the late 1990s. The gross interior square footage of the building is 1.3 million square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services space constitute the remaining 1 million square feet. The Museum typically hosts 4–5 million visitors annually, and is one of the most visited museums in the world.

PROJECT JUSTIFICATION:

The building’s mechanical and electrical systems installed in the early 1960s are 40 years old and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors on the many crowded days or for the display and curation of Museum collections. The reliability of the electrical system is compromised by the deteriorated condition of the building’s three main electrical switchgears, and the antiquated distribution system poses a safety hazard.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is in the midst of a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and the windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-

protection, communications, alarm, and emergency power systems will be upgraded; and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$108 million has been appropriated for the revitalization project. The total cost of the renovation of NMNH may approach \$350–\$400 million through FY 2016 at the current funding levels.

The Institution requests \$12.8 million in FY 2006 to continue replacement of deteriorated systems and renovation of the building. Specific work will include completion of the HVAC replacement and restoration of Halls 7, 8, 9, and 10 (\$8.9 million) to allow installation of the Ocean Exhibit; replacement of the main building fire pump (\$0.4 million); initiation of HVAC replacement and associated renovation of the basement in the West Wing (\$3.5 million).

PROGRESS TO DATE:

Renovation of the building and replacement of the mechanical, electrical and other systems continues. Replacement of the roof and repair of the façade and skylights was completed in early 2004. Phase VI of the renovation and emergency power modification work is about 99 percent complete. The Phase IIC HVAC renovation of the 6th Floor West Wing was awarded in September 2003 and is 40 percent complete. The scope of work for this \$4.2 million project includes demolition, asbestos abatement, installation of HVAC and other utilities, and renovation of the office and laboratory spaces.

Design and the first phase of construction are under way for the FY 2004–2007 renovation of Halls 7, 8, 9, 10 and 23, 24, and 25 for the future \$22 million Ocean Exhibit, which is being funded by the National Oceanic and Atmospheric Administration (NOAA). Demolition of Halls 25, 24, 23, 8, and 9 began in October 2004. Demolition and restoration of the majority of the halls will begin in July 2005 in order to be complete by March 2007. Design is also under way for the FY 2006 HVAC renovation of the West Wing Basement for consolidation of many facilities management functions in the building. This project, in turn, will permit a permanent relocation of personnel so the Institution can begin the HVAC renovations in the Basement/Ground Floor of the East Wing and Southeast Ground Floor of the Main Building.

IMPACT OF DELAY:

If funding were delayed, building systems would continue to deteriorate and fail, and visitors would increasingly find interior navigation more difficult. The environmental conditions required for the Museum's collections and the visiting public could not be maintained. In addition, the Museum's exhibit re-installation program would not be able to proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Close Building and Relocate Staff and Collections
INSTALLATION: Arts and Industries Building (AIB)
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars):

Relocate Staff and Collections	\$5,800
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PRIOR YEAR FUNDING:

Design	3,539	
Begin to Relocate of Staff/Collections	<u>23,445</u>	
Total	\$26,984	<u>\$26,984</u>

FUTURE YEAR FUNDING (FY 2007):

Permanent Relocation of Smithsonian Early Enrichment Center	<u>\$1,300</u>
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Total	\$34,084**
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** Does not include the cost to restore the building or funds already provided for design of the restoration (\$13.2 million).

BUILDING BACKGROUND:

Designed to house the rapidly growing National Museum, the 198,000 gross-square-foot AIB was completed in 1881. Built to house the U.S. National Museum, including objects given to the Smithsonian after the 1876 Centennial Exposition, the building has also housed administrative offices, the Discovery Theater for children, and the Smithsonian's day-care center for infants and toddlers. The Smithsonian Institution Archives (SIA), which includes the papers of the first Secretary, Joseph Henry, the central Office of the Chief Information Officer (OCIO), and the headquarters of the Smithsonian Office of Protection Services (OPS) are the largest current tenants of the building. About 430 Smithsonian employees occupy the building. Average annual visitation prior to public closure was approximately 900,000.

PROJECT JUSTIFICATION:

The building's current condition is extremely poor. The last major renovation of the building systems took place in the 1970s. The HVAC, electrical and plumbing systems and equipment are now nearly 30 years old and break down with increasing frequency. Temporary repairs to building systems are increasingly ineffective, expensive, and hazardous, due to the presence of lead-based paint and asbestos throughout the building.

The roof is in such poor condition that the Institution closed the building to the public in January 2004, and accelerated efforts to move staff and functions out of the building. Persistent roof leaks have caused serious

corrosion of the wrought iron trusses, and deterioration of the metal ceiling panels and plywood structural panels puts them in danger of falling to the floor below. A partial failure of the roofing may occur at any time, with consequences including serious injuries and catastrophic damage to sensitive information, infrastructure, or archival records.

PROJECT DESCRIPTION:

Relocation plans for AIB occupants have been developed that include the use of existing Smithsonian space and leased space, balancing programmatic efficiency and cost. In addition to offices, several specialized functions must be relocated, including collections (archives requiring heavy floor-loading), public programs (the AIB exhibition program and Discovery Theater), the infant/toddler day-care center, and the Institution's entire central computer center and support spaces. The Institution will also consolidate SIA and the Office of the OCIO from various remote and local locations into new, permanent locations. This consolidation will take advantage of this unique opportunity to eliminate a number of operating inefficiencies for both units. The Institution will use \$23.4 million provided in FY 2005 to fund the relocation of approximately 60 percent of the AIB occupants and critical technical infrastructure to owned and leased space. To complete the move of staff, collections, and equipment from AIB, another \$5.8 million will be required in FY 2006.

PROGRESS TO DATE:

The Discovery Theater has reopened in a newly outfitted space in the Ripley Center. The infant and toddlers day-care center (SEEC) has been moved to a temporary structure built to the east of the NMAH; permanent space will be made available and renovated in the NMNH within the next five years. Design is under way for the relocation of the first administrative offices to currently leased space in nearby buildings. The Institution is currently negotiating the long-term lease of space in two facilities to accommodate the remainder of the staff and the technology center. The annual lease funding for this space is requested in the Salaries and Expenses portion of this budget. Design and construction costs for "mothballing" the historic structure will be developed in the next six months.

The Smithsonian has completed the design of the AIB restoration project to approximately the 50 percent stage. It is estimated \$10 million will be required in the future.

IMPACT OF DELAY:

The staff and programs at the AIB must be relocated for compelling safety reasons. If funding is not approved, cuts to other critical programs across the Institution would be required to obtain necessary resources to relocate its occupants and contents, with significant adverse impact to programs and facilities.

PROJECT TITLE: Construct/Install Anti-terrorism Protection
INSTALLATION: Mall and off-Mall Facilities
LOCATION: Washington, DC and New York City

FY 2006 COST ESTIMATE (Thousands of Dollars):

Design and install permanent barriers at National Museum of Natural History (NMNH)	\$7,900*
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PRIOR YEAR FUNDING (S&E and Supplemental funding):

Design	2,100	
Construction of permanent physical security barriers at Mall facilities	9,425	
Anti-shatter film (window hardening)	<u>1,400</u>	
	\$12,925	\$12,925

<u>FUTURE YEAR FUNDING (FY 2007–FY 2011)</u>	<u>\$88,000</u>
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Total	\$108,825 *
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* Does not include design funding for future work included in Facilities Planning and Design.

PROJECT BACKGROUND:

The Institution is responsible for the security and safety of an extensive and complex physical plant that house museums and galleries in Washington, DC and New York City; a National Zoological Park in Washington and restoration and storage buildings and centers for research and education in a number of locations throughout the country and in the Republic of Panama. Since the terrorist attacks on New York and Washington on September 11, 2001, the Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum, and for minimizing the damage to people, collections, and buildings should such an event take place. A series of consultations and risk assessments resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers between the buildings and the street; installation of anti-shatter window film or interior retro fits to mitigate the effects of glass window walls shattering during a blast event; increased building perimeter camera surveillance; improved building emergency voice systems; secured nonpublic building areas with electronic access control; electronic screening of mail and visitors for the most heavily visited museums; protection against chemical, biological and radiological attack; and mitigation against the effects of blast and progressive collapse.

The Institution installed temporary physical barriers around most major museum buildings with funding received in the FY 2002 Anti-Terrorism Supplemental, and increased security officer presence outside its buildings. Permanent capital improvements that involve more complex design,

construction, or installation issues, and require appropriate approvals from the Commission of Fine Arts and the National Capital Planning Commission, are included in the Capital Program.

PROJECT JUSTIFICATION:

The Smithsonian is included in the "National Strategy for the Physical Protection of Critical Infrastructures," dated February 2003. Risk assessments conducted at the Smithsonian since September 11, 2001 recommended new security measures for all Smithsonian museums and facilities. The popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation distinguish the Smithsonian facilities from other government office buildings and elevate the level of risk.

PROJECT DESCRIPTION:

The anti-terrorism program consists of multiple projects to reduce the Institution's vulnerability, including Mall-wide site adaptations, modifications to building perimeters, and additions and modifications to building systems. The program will be implemented over multiple fiscal years with emphasis on the highest priority projects to reduce Smithsonian vulnerability to attack.

The Institution requests \$7.9 million in FY 2006 for design and construction of permanent physical barriers around the NMNH. Additional funds are included in Facilities Planning and Design for design of permanent barriers at the NMAH.

PROGRESS TO DATE:

The Institution has completed risk assessments of all its major facilities; completed blast assessments of NMNH, NMAH, NASM, SIB/AIB, POB and HMSG; installed temporary barriers around NASM, NMNH, and, NMAH, and partial barriers at HMSG; AIB/Quadrangle/Freer (and is in the installation process at NASM Udvar-Hazy Center); completed installation or awarded contracts for select closed-circuit television (CCTV), emergency voice (or PA) systems and glass mitigation projects. Perimeter barrier design for NASM on the Mall was awarded in September 2004 and is in the construction phase. The 35 percent design for the balance of the Mall facilities has been completed. Glass mitigation is complete at some facilities and is ongoing or in design at others.

IMPACT OF DELAY:

If the requested funding is not provided, there is an increased likelihood of damage and injury to people, collections, and buildings in the event of a terrorist attack. The Smithsonian name, symbols of American culture and achievements, and the large numbers of public visitors make it an attractive target to terrorists. The lack of necessary anti-terrorism protection increases the Institution's vulnerability.

PROJECT TITLE: Upgrade Fire Alarm System
INSTALLATION: National Air and Space Museum (NASM)
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): \$4,950

PROJECT DESCRIPTION:

NASM was opened to the public in July 1976. As exhibits were changed and added over the years, the fire detection system was extended and modified many times. The result is a severely overtaxed system that can no longer be expanded for new exhibits. While the strict requirements of the building codes have been met, recent exhibits were installed with minimum detection, exposing public areas to inappropriate risk. The system is also not capable of the full emergency notification provided by modern systems, which go beyond merely sounding an alarm to providing instructions to building occupants on evacuation or other appropriate action. In addition, the numerous modifications to the system over the years have resulted in so many different types and ages of components that it is difficult to find parts and the skills necessary to repair them. This project will completely replace the existing system with one that is state of the art, meets current needs, and has the capacity to be expanded to meet the anticipated needs of the museum over the next 20 years.

PROJECT TITLE: Install Flame Detection in Collection Storage Areas
INSTALLATION: National Museum of Natural History (NMNH)
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): \$2,000

PROJECT DESCRIPTION:

The storage of collections in many thousands of gallons of highly flammable alcohol in the NMNH presents a serious safety, building, and life-safety code problem. The Institution must provide an immediate mechanism to help mitigate the immense risk of potential fire in these collections areas. The installation of a flame detection system is needed to provide early detection and warning should a fire occur. Alcohol burns rapidly without smoke, which makes the existing smoke detection system inadequate. The Institution requests \$2 million in FY 2006 to install a flame detection system in the alcohol collection storage areas of NMNH, which could be relocated to Pod 5 when it is completed.

PROJECT TITLE: Construction Supervision and Administration
INSTALLATION: Multiple Locations
LOCATION: Smithsonian-wide

<u>FY 2006 COST ESTIMATE (Thousands of Dollars):</u>	\$3,500*
<u>PRIOR YEAR FUNDING (FY 2005):</u>	\$3,000
<u>FUTURE YEAR FUNDING (FY 2007):</u>	\$3,600

* Additional construction management staff is budgeted for the Patent Office Building renovation project (5 FTEs), the Pod 5 project (5 FTEs).

PROJECT DESCRIPTION:

This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 28 FTEs will be funded from the \$3.5 million, which includes one FTE previously authorized for the National Museum of the American Indian construction project, to manage the workload in the proposed Capital Program. Twenty-three of the 28 FTEs are construction management engineers and will cost approximately \$3 million in FY 2006. The engineers directly supervise construction contractors on site performing revitalization work, exhibits construction, and other modifications in Smithsonian buildings to be sure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as Contracting Officer's Technical Representatives. These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists providing support to all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions will cost approximately \$500,000 in FY 2006 and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

The Institution for the first time seeks authority to charge Capital Program funds for travel and other incidental administration costs incurred by other staff members working on capital projects but paid from the Salaries and Expenses appropriation. This will ensure that the true costs are accrued to each specific project and improve the accuracy and collection of cost information for management and reporting purposes.

CONSTRUCTION

Projects in this category represent an investment in the continuing vitality of all Smithsonian programs. The creation of the Air and Space Museum's new Steven F. Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall are recent examples that testify to the vigorous spirit of public outreach that will bring more visitors in touch with their national collections. Furthermore, advances in science demand new locations for research and plant expansion to sustain increasingly complex research requirements. The Institution is also committed to providing appropriate, safe, and secure storage and care facilities for its extensive and valuable collections.

<u>Location</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Construct Pod 5	9,000
TOTAL		\$9,000

PROJECT TITLE: Construct Pod 5
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

<u>FY 2006 COST ESTIMATE (Thousands of Dollars):</u>		
Continue construction		\$9,000
<u>PRIOR YEAR FUNDING:</u>		
Facility Planning and Design	2,400	
Construction	<u>16,765</u>	
	\$19,165	\$19,165
<u>FUTURE YEAR FUNDING (FY 2007):</u>		
Complete construction		<u>\$14,535</u>
	Total	\$42,700*

* This total represents an estimated \$2.5 million increase in expected project costs caused by lengthening of the construction period, including escalation, extended general conditions, and changes to construction sequencing.

BUILDING BACKGROUND:

The design and construction of Pod 5 is a high-priority safety and security project. The Smithsonian has the world’s largest collection of animal and botanical specimens preserved in alcohol, including a unique “type” collection of fishes that is the worldwide standard against which all fish species are compared. The irreplaceable collection of the National Museum of Natural History (NMNH) is at risk of total loss because the containers of highly flammable alcohol (flash point of approximately 70° F) are stored in spaces at the NMNH building on the Mall that do not meet fire-code standards. In addition, the events of September 11, 2001, have put a higher level of emphasis and increased necessity on proceeding with this project.

PROJECT JUSTIFICATION:

Currently, approximately 365,000 gallons of alcohol preserve these collections in six locations in the building. In many aspects, the spaces that house these alcohol-stored collections do not comply with National Fire Codes. All the storage areas are interior rooms with no means to naturally ventilate them in the event of a fire, increasing the risk of explosion and making it dangerous for firefighters. The fire codes limit the size of such rooms to 500 square feet. All of the Museum’s collection storage rooms far exceed this size, with several exceeding 15,000 square feet. The codes require flammable liquid storage rooms to have liquid-tight floors and spill-proof containment or drainage, but the Museum’s rooms do not. A major spill, or a fire involving the application of lots of water, will spread liquids to adjacent areas and lower floors. The codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with adequately designed ventilation and fire suppression systems.

The walls, floors, and ceilings throughout this building are riddled with holes that would allow a fire to spread, the ventilation systems are inadequate, and the fire systems could easily be overtaxed. The current alcohol storage within the building puts the entire landmark structure, the collections, Smithsonian staff, and the visiting public at risk. Renovating the existing space in the Museum to become code compliant can only be achieved through extraordinarily disruptive and costly means, and the resultant space would only house a fraction of the collections. The safest solution is the construction of a fifth pod at the Museum Support Center in Suitland, where security inside the perimeter fencing provides the lowest risk. The fifth pod will effectively isolate the alcohol collections from vulnerable, less volatile collections in nearby existing pods.

PROJECT DESCRIPTION:

The project includes a 92,500-gross-square-foot storage pod with mobile compactor shelving, a 27,000-gross-square-foot collections maintenance laboratory, and a utility and access connector to the Museum Support Center. The new addition will house the alcohol collections from NMNH and some of the scientific and curatorial staff working with those collections. Additional workspace will be obtained through miscellaneous, fire-related renovations to existing nearby laboratory spaces as necessary. The new pod will contain three levels of storage specifically designed for large volumes of alcohol-preserved specimens in different types of containers, to be housed in fire-rated mobile compactor shelving systems. The new pod is in accordance with the approved master plan for the Suitland campus.

The Institution received \$9.9 million in FY 2004 and \$6.9 million in FY 2005 to begin construction using a multi-year contracting mechanism. The Institution requests \$9 million in FY 2006 to continue construction of the facility, and plans to seek final funding in FY 2007 to complete the building. These resources include 5 FTEs approved in FY 2004 for construction management staff to supervise the construction contract.

PROGRESS TO DATE:

The Institution has awarded a design contract, and design is under way. The contract calls for delivery of final design documents by late January 2005. The current schedule indicates award of the construction contract in the fourth quarter of 2005, and construction completion in 2007.

IMPACT OF DELAY:

In order to improve safety for staff, visitors, and the collections themselves, it is essential to provide code-compliant, secure storage for the collections preserved in alcohol as soon as possible. The National Museum of Natural History and its staff, visiting public, and collections remain at risk with the alcohol collections inadequately protected within the building on the Mall.

FACILITIES PLANNING AND DESIGN

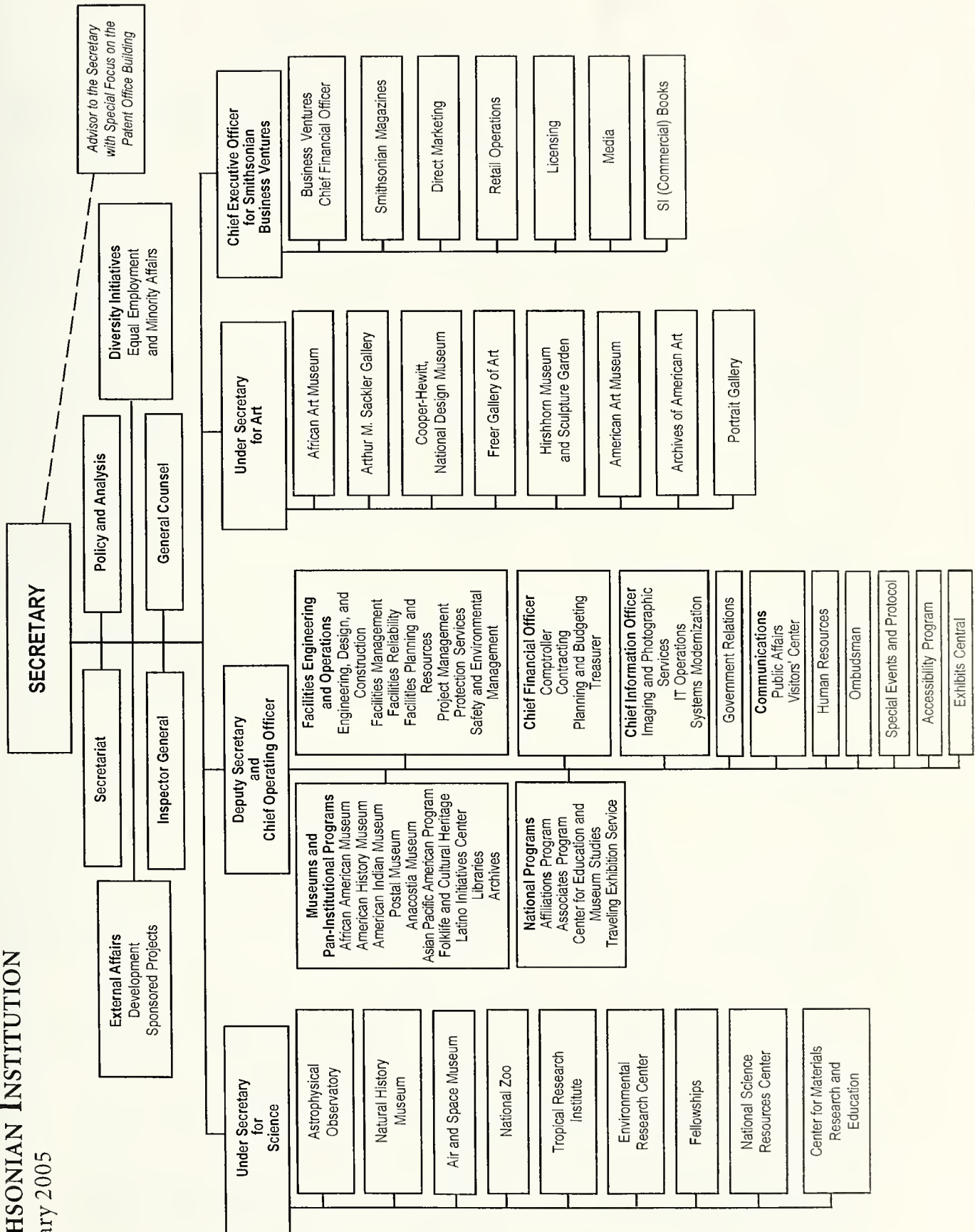
Feasibility studies, needs assessment, and design for capital projects are required before work can take place. Resources in this category include all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to Department of Defense and National Aeronautics and Space Administration (NASA). The funding will allow development of project baselines, including costs, scope, and schedule, prior to receiving funding to perform the work.

In order to plan and design ahead of Capital Program execution, funding of about 10 percent of the following year's program is required each year. The funding requested for FY 2006 will provide necessary planning and design to at least the 35 percent stage for most projects included in the planned FY 2008 program, and will complete design for projects planned for FY 2007. This will move the Institution closer to meeting National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

The specific components of the request include the following:

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Museum of Natural History	Continue Design of Revitalization	\$3,000
National Zoological Park	Design Valley Revitalization (Seal/Sea Lion)	\$1,000
Multiple Locations	Design of Anti-Terrorism Modifications	\$1,000
Multiple Locations	Comprehensive Facilities Master Planning Studies	\$600
Multiple Locations	Miscellaneous Facilities Planning and Design	<u>\$3,400</u>
TOTAL		\$9,000

If resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality over the next decade.



**VISITS TO THE SMITHSONIAN
FY 2000–FY 2004**

<u>MUSEUM</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>
MALL					
SI Castle	1,836,963	1,857,990	1,611,325	1,126,752	1,423,028
A&I Building	868,171	1,167,490	938,107	841,019	250,743
Natural History	9,489,272	9,100,091	6,049,472	5,568,532	4,542,979
Air and Space/ Silver Hill ¹	9,008,608	9,831,447	7,568,384	10,800,305	4,586,088
American Indian ²	0	0	0	0	112,097
Freer Gallery	347,607	306,065	392,380	308,839	360,231
Sackler Gallery	224,151	192,296	212,197	163,251	186,939
African Art	234,295	214,775	179,789	166,271	169,941
Ripley Center	502,334	555,183	267,011	249,819	184,679
American History	6,261,715	5,798,993	3,994,498	2,720,327	2,848,114
Hirshhorn	951,570	731,453	687,118	625,580	668,132
OFF MALL					
American Art/ Portrait Gallery ³	176,881	0	0	0	0
Renwick	146,071	149,777	141,018	173,818	134,035
Anacostia ⁴	3,302	0	27,339	28,353	22,017
Cooper-Hewitt	150,786	136,329	142,196	141,545	141,548
American Indian ⁵	498,316	413,470	316,763	290,220	250,738
National Zoo	2,360,876	2,807,353	2,162,500	1,724,228	1,878,823
Postal	450,483	400,478	317,155	300,318	347,228
Udvar-Hazy Center ⁶	0	0	0	0	1,490,750
TOTAL	33,511,401	33,663,190	25,007,252	25,229,177	19,598,110

¹Installation of magnetometers in October 2003 resulted in more accurate visitor counts at NASM.

²The National Museum of the American Indian on the Mall opened to the public September 2004.

³Closed to the public January 2000 through present.

⁴Closed to the public December 1999 through February 2002.

⁵Includes the George Gustav Heye Center, which opened in 1994, and the Cultural Resources Center, which opened in April 2000.

⁶The Udvar-Hazy Center at Dulles opened to the public December 2003.

TRUST FUNDS

In addition to support provided by federal appropriations, the Institution receives trust funds to expand and enrich its programs. The following provides an overview of all sources of funding.

The Institution's trust funds include general trust funds with limited or no restrictions on their use, designated funds restricted by the donor or sponsor, and government grants and contracts. Projections are subject to the uncertainty of the size of donations, grants, and contracts; to fluctuations in visitor attendance; and to the volatility of the economy, which directly affects the return on the endowment and donor giving, as well as restaurant, mail order, and museum shop revenues, memberships, and other business activities. The Institution's gross operating revenue, less the expenses of the auxiliary activities, represents the net operating revenue available for programmatic and related purposes. The following table provides a summary of the sources of trust operating funds.

(Dollars in Millions)	FY 2004 Actual	FY 2005 Estimate
General Trust	57.0	54.9
Donor/Sponsor Designated	121.2	75.3
Government Grants and Contracts	107.7	124.7
Total Available for Operations	\$285.9	\$254.9

SOURCE AND APPLICATION OF TRUST FUNDS — The following sections describe the sources of each category of trust funds as well as a general description of their application.

General Trust Funds — The sources of general trust funds are investment income; earnings from unrestricted endowments; net proceeds from the museum shops, mail order, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of Natural History; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogues, and other publications; and admission fees. Projected sources of FY 2005 general trust funds total \$54,900,000. These funds are used to support administrative programs such as central management, legal counsel, accounting, personnel, contracting, and budget, as well as education, research and public programs, scholarly studies, and exhibitions.

Donor/Sponsor Designated Funds — Designated trust funds include gifts, grants, and earnings on endowments from individuals, foundations, organizations, and corporations that specify the purpose of the funds. Designated funds in FY 2005 are projected to total \$75,300,000. Generally, these funds support a particular exhibition or program, are used to manage the Smithsonian collections, and/or support research projects.

Government Grants and Contracts — Various government agencies and departments provide grants and contracts for projects that only the Smithsonian can conduct because of its expertise in a particular area of science, history, art, or education, and because of its ability to respond quickly to certain needs. For FY 2005, government grants and contracts are projected to be \$124,700,000. Of this amount, \$107,200,000 is provided for astrophysical research and development carried out by the Smithsonian Astrophysical Observatory.

APPROPRIATION LANGUAGE AND CITATIONS

The Act of August 10, 1846, 9 Stat. 102-106, 20 U.S.C. §§ 41-70, established the Smithsonian Institution "for the increase and diffusion of knowledge," and provided the organizational structure for the Institution's administration. The mission of the Smithsonian Institution has remained unchanged throughout its 158-year history, although additional authority for many of the Institution's programs and operations has been enacted over the years. Those statutes, along with the Smithsonian charter, are cited below as the authority for the Smithsonian Institution FY 2005 appropriation language, except where specific authorizing language has been included in the wording of the appropriation itself.

Appropriation: Salaries and Expenses

1. For necessary expenses of the Smithsonian Institution, as authorized by law, including research in the fields of art, science, and history;

20 U.S.C. §§ 50, 53a, 69, 75b(b), 76bb(c), 77a, 78, 80a(a), 80m, 80q-1(b)(1),(3) provide that (1) "...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be so arranged and classified...as best to facilitate the examination and study of them..." (2) "Appropriations are authorized for...the making of solar observations at high altitudes..." (3) "The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation anthropological researches among the American Indians and the natives of lands under the jurisdiction or protection of the United States..." (4) "The Gallery [National Portrait Gallery] shall function as a free public museum for the exhibition and study of portraiture and statuary depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States and of the artists who created such portraiture and statuary." (5) "The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art..." (6) "The national air and space museum shall...provide educational material for the historical study of aviation and space flight." (7) "The Secretary of the Smithsonian Institution is authorized to cooperate with any State, educational institution, or scientific organization in the United States for continuing paleontological investigations..." (8) "It shall be equipped with a study center

for scholarly research into the meaning of war, its effect on civilization, and the role of the armed forces..." (9) "...the Board may...conduct programs of research and education (in the Museum of African Art)..."(10) The purposes of the National Museum [of the American Indian] are to (1) advance the study of Native Americans, including the study of language, literature, history, art, anthropology, and life...(3) provide for Native American research and study programs.

2. development, preservation, and documentation of the National Collections;

20 U.S.C. §§ 50, 50a, 59, 69, 75e, 76c, 76cc(a), 77a, 80a, 80m, 80q-1(b)(2), 81 provide that (1) "...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be delivered to such persons as may be authorized by the Board of Regents to receive them, and shall be so arranged and classified...as best to facilitate the examination and study of them..." (2) "The Smithsonian Institution is authorized to include in its estimates of appropriations such sums as may be needful for the preservation and maintenance of the John Gellatly art collection." (3) "All collections of rocks, minerals, soils, fossils, and objects of natural history, archaeology, and ethnology...when no longer needed for investigations in progress shall be deposited in the National Museum." (4) "The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation...the excavation and preservation of archaeological remains." (5) "...the Board may - (1) purchase, accept, borrow, or otherwise acquire portraiture, statuary, and other items for preservation, exhibition, or study." (6) "...the Regents are authorized...to acquire (by purchase or otherwise) and sell contemporary works of art or copies thereof..." (7) "There is established in the Smithsonian Institution a Board of Trustees...which shall have the sole authority (i) to purchase or otherwise acquire...works of art for the Joseph H. Hirshhorn Museum and Sculpture Garden..." (8) "The national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance..." (9) "...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance." (10) "...the Board may purchase, accept, borrow or otherwise acquire additional works of art or any other real or

personal property for the Museum (of African Art); preserve, maintain, restore...or otherwise hold any property of whatsoever nature acquired..." (11) "The purposes of the National Museum [of the American Indian] are to...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest..." (12) "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized to transfer to it any living specimens, whether of animals or plants, in their charge, to accept gifts for the park...to make exchanges of specimens..."

3. presentation of public exhibits and performances;

20 U.S.C. §§ 75b(b), 76c(b), 76bb(c), 77a, 80a(a), 80m(a), 80q-1(b) provide that (1) "The Gallery [National Portrait Gallery] shall function as a free public museum for the exhibition and study of portraiture and statuary..." (2) "In order to encourage the development of contemporary art and to effect the widest distribution and cultivation in matters of such art, the Regents are authorized to...conduct exhibitions..." (3) "The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art..." (4) "The national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance..." (5) "...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance." (6) "...the Board may...display...any property of whatsoever nature acquired (for the Museum of African Art)..." (7) "The purposes of the National Museum [of the American Indian] are to...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest..."

4. collection, preparation, dissemination, and exchange of information and publications;

20 U.S.C. § 53a provides that "Appropriations are authorized for the...preparation of manuscripts, drawings, and illustrations for publication."

5. conduct of education, training, and museum assistance programs;

20 U.S.C. § 65a provides “The Director of the National Museum under the direction of the Secretary of the Smithsonian Institution shall - (1) cooperate with museums and their professional organizations in a continuing study of museum problems and opportunities, both in the United States and abroad;... (3) prepare and distribute significant museum publications; (4) perform research on, and otherwise contribute to, the development of museum techniques....”

20 U.S.C. § 77a provides that “The national air and space museum shall...provide educational material for the historical study of aviation and space flight.”

20 U.S.C. § 79a provides that “The purpose of setting aside such an area [Barro Colorado Island] is to preserve and conserve its natural features...thus providing a place where duly qualified students can make observations and scientific investigations for increase of knowledge, under such conditions and regulations as may be prescribed by the Smithsonian Institution.”

20 U.S.C. § 79e provides that “There are authorized to be appropriated annually...such sums as are necessary for the administration of [the Canal Zone Biological Area] for the maintenance of laboratory or other facilities...”

The Panama Canal Treaty and ancillary agreements vest in the Smithsonian Tropical Research Institute responsibility to serve as custodian of the Barro Colorado Nature Monument. The Panama Canal Act of 1979, Public Law 96-70, as amended, implements the provisions of the Panama Canal Treaty.

20 U.S.C. § 80m(a) provides that “...the Board [of Regents] may... (3) conduct programs of research and education (in the Museum of African Art)....”

6. maintenance, alteration, operation, lease (for terms not to exceed thirty years), and protection of buildings, facilities, and approaches;

20 U.S.C. §§ 53a, 76g, 76ee, 79b, 80m, 81 provide that respectively, (1) “Appropriations are authorized for the maintenance of the Astrophysical Observatory and...for repairs and alterations of buildings and grounds occupied by the

Smithsonian Institution in the District of Columbia and elsewhere..." (2) "There are authorized to be appropriated annually such sums as may be necessary to maintain and administer the Gallery [National Portrait Gallery]..." (3) "There is authorized to be appropriated...such additional sums as may be necessary for the maintenance and operation of such [Hirshhorn] [M]useum and [S]culpture [G]arden." (4) "The Smithsonian Institution shall...be responsible for the construction and maintenance of laboratory and other facilities on the area provided for the use of students authorized to carry on studies within the confines of the area..." (5) "...the Board may...preserve, maintain...any property of whatsoever nature acquired (for the Museum of African Art)..." (6) "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people." Public Law 101-512 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991 extended the maximum term for leases from ten years to thirty years.

7. not to exceed \$ _____ for services as authorized by 5 U.S.C. 3109;

5 U.S.C. § 3109 provides that "When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services."

8. up to 5 replacement passenger vehicles;

31 U.S.C. § 1343 provides that "(b) An appropriation may be expended to buy or lease passenger motor vehicles only-- (1) for the use of--...or, (2) as specifically provided by law."

9. purchase, rental, repair, and cleaning of uniforms for employees,

5 U.S.C. § 5901 provides that "(a) There is authorized to be appropriated annually to each agency of the Government of the United States,...on a showing of necessity or desirability, such sums as may be necessary to carry out this subchapter. The head of the agency concerned...shall-- (1) furnish to each of these employees a uniform at a cost not to exceed \$400 a

year...or (2) pay to each of these employees a allowance for a uniform not to exceed \$400 a year...”

40 U.S.C. § 193t provides that “The special police provided for in section 193n of this title [Smithsonian Institution]...may be furnished, without charge, with uniforms and such other equipment as may be necessary for the proper performance of their duties...”

10. \$ _____, of which not to exceed \$ _____ for the instrumentation program, collections acquisition, exhibition reinstallation, the National Museum of African American History and Culture, and the repatriation of skeletal remains program shall remain available until expended; and of which \$ _____ for fellowships and scholarly awards shall remain available until September 30, 2006,

Wording added by the Congress in Public Law 100-446 making appropriations for the Department of the Interior and related agencies for the fiscal year 1989 to permit the Institution to establish no-year funding within the Salaries and Expenses account for the development of major scientific instrumentation. Public Law 101-512, making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991, allowed no-year funding to be used for purchases for museum collections; the design, production, and reinstallation of museum exhibitions; and the repatriation of skeletal remains. Public Law 108-447 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2005 allowed no-year funding for the National Museum of African American History and Culture. Public Law 108-108 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2004 established two-year funding for fellowships and scholarly research awards.

31 U.S.C. § 1301(c) provides “An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears.”

11. and including such funds as may be necessary to support American overseas research centers and a total of \$ _____ for the Council of American Overseas Research Centers:

Wording added by the Congress in Public Law 99-190 making appropriations for the Department of Interior and Related Agencies in 1986. Public Law 100-446 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1989 modified reference to add specific dollar sum to be provided to the Council of American Overseas Research Centers.

12. Provided, That funds appropriated herein are available for advance payments to independent contractors performing research services or participating in official Smithsonian presentations:

31 U.S.C. § 3324 provides that "(b) An advance of public money may be made only if it is authorized by-- (1) a specific appropriation or other law..."

13. Provided further, That the Smithsonian Institution may expend Federal appropriations designated in this Act for lease or rent payments for long term and swing space, as rent payable to the Smithsonian Institution, and such rent payments may be deposited into the general trust funds of the Institution to the extent that federally supported activities are housed in the 900 H Street, N.W. building in the District of Columbia: Provided further, That this use of Federal appropriations shall not be construed as debt service, a Federal guarantee of, a transfer of risk to, or an obligation of, the Federal Government: Provided further, That no appropriated funds may be used to service debt which is incurred to finance the costs of acquiring the 900 H Street building or of planning, designing, and constructing improvements to such building.

Wording added by the Congress in Department of the Interior and Related Agencies Appropriations Act, 2000, as enacted by section 1000(a)(3), Division B of the Consolidated Appropriations Act, 2000 (Public Law 106-113, approved November 29, 1999).

Appropriation: Facilities Capital

1. For necessary expenses of repair, revitalization, and alteration of facilities owned or occupied by the Smithsonian Institution, by contract or otherwise, as authorized by section 2 of the Act of August 22, 1949 (63 Stat. 623),

Act of August 22, 1949 (63 Stat. 623), 20 U.S.C. § 53a, provides that "Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

20 U.S.C. § 81 provides that "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people."

Department of the Interior and Related Agencies Appropriations Act, 2004, (Public Law 108-108) established the Facilities Capital appropriation. The appropriation includes activities formerly financed through the Repair, Restoration and Alteration of Facilities appropriation and the Construction appropriation.

2. and for construction,

20 U.S.C. § 53a provides that "Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

3. including necessary personnel,

Wording added by Congress in Department of Interior and Related Agencies Appropriations Act, 2003, (Public Law 108-7) for clarification.

4. to remain available until expended,

31 U.S.C. § 1301 provides "An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears."

5. of which not to exceed \$ _____ is for services as authorized by 5 U.S.C. 3109:

5 U.S.C. § 3109 provides that "When authorized by an appropriation or other statute, the head of an agency may

procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services.”

6. Provided, That contracts awarded for environmental systems, protection systems, and repair or restoration of facilities of the Smithsonian Institution may be negotiated with selected contractors and awarded on the basis of contractor qualifications as well as price:

Wording added in fiscal year 1984 to allow for negotiations with the most competent firms for restoration and renovation work where it can be certified that such work must be performed to meet the special needs of historic structures, the protection of collections, or public safety.

Adjustments to FY 2005 Funding (Dollars in Thousands)

Unit	FY 2005 Congressional Appropriation		FY 2005 Rescissions		Reorganizations and Permanent Reprogramming		Revised FY 2005 Appropriation	
	FTEs	\$000	Interior	Omnibus	FTEs	\$000	FTEs	\$000
			0.594%	0.80%				
MUSEUMS AND RESEARCH CENTERS								
<i>American Museums</i>								
Anacostia Museum/Center for African American History & Culture	22	1,890	(11)	(15)	0	0	22	1,864
Center for Folklife and Cultural Heritage	18	1,936	(11)	(15)	0	0	18	1,910
National Museum of African American History & Culture	27	4,000	(24)	(32)	0	0	27	3,944
National Museum of American History, Behring Center	241	20,409	(121)	(162)	0	(164)	241	19,962
National Museum of the American Indian	358	32,169	(191)	(256)	0	17	358	31,739
<i>Art Museums</i>								
Archives of American Art	22	1,832	(11)	(15)	0	0	22	1,806
Arthur M. Sackler Gallery/Freer Gallery of Art	60	5,737	(34)	(46)	0	0	60	5,657
Cooper-Hewitt, National Design Museum	40	3,097	(18)	(25)	0	0	40	3,054
Hirshhorn Museum & Sculpture Garden	49	4,053	(24)	(32)	0	0	49	3,997
National Museum of African Art	48	4,234	(25)	(34)	0	0	48	4,175
National Portrait Gallery	64	5,027	(30)	(40)	0	0	64	4,957
Smithsonian American Art Museum	97	7,668	(46)	(61)	0	0	97	7,561
<i>Science Museums and Research Centers</i>								
National Air and Space Museum	184	16,491	(98)	(131)	0	0	184	16,262
National Museum of Natural History	436	42,490	(252)	(338)	2	277	438	42,177
National Zoological Park	201	17,824	(106)	(142)	0	0	201	17,576
Smithsonian Astrophysical Observatory	124	21,601	(128)	(172)	0	0	124	21,301
Smithsonian Center for Materials Research and Education	29	3,510	(21)	(28)	(2)	(277)	27	3,184
Smithsonian Environmental Research Center	35	3,048	(18)	(24)	0	0	35	3,006
Smithsonian Tropical Research Institute	242	11,676	(69)	(93)	0	0	242	11,514
TOTAL MUSEUMS AND RESEARCH CENTERS	2,297	208,692	(1,238)	(1,661)	0	(147)	2,297	205,646

Adjustments to FY 2005 Funding (Dollars in Thousands)

Unit	FY 2005 Congressional Appropriation		FY 2005 Rescissions Interior Omnibus		Reorganizations and Permanent Reprogramming		Revised FY 2005 Appropriation	
	FTEs	\$000	0.594%	0.80%	FTEs	\$000	FTEs	\$000
PROGRAM SUPPORT AND OUTREACH								
Outreach	90	10,106	(60)	(80)	1	84	91	10,050
Communications	15	1,457	(9)	(12)	3	44	18	1,480
Institution-wide Programs	0	6,138	(36)	(49)	0	0	0	6,053
Office of Exhibits Central	35	2,635	(16)	(21)	0	0	35	2,598
Major Scientific Instrumentation	0	4,000	(24)	(32)	0	0	0	3,944
Museum Support Center	28	1,663	(10)	(13)	0	0	28	1,640
Smithsonian Institution Archives	23	1,649	(10)	(13)	0	30	23	1,656
Smithsonian Institution Libraries	111	8,732	(52)	(69)	0	0	111	8,611
	<u>302</u>	<u>36,380</u>	<u>(217)</u>	<u>(289)</u>	<u>4</u>	<u>158</u>	<u>306</u>	<u>36,032</u>
TOTAL PROGRAM SUPPORT AND OUTREACH								
ADMINISTRATION								
	344	64,916	(387)	(515)	(3)	(111)	341	63,903
FACILITIES SERVICES								
Facilities Maintenance	362	39,943	(237)	(318)	0	(17)	362	39,371
Facilities Operations, Security, and Support	1,819	145,994	(867)	(1,161)	(1)	117	1,818	144,083
	<u>2,181</u>	<u>185,937</u>	<u>(1,104)</u>	<u>(1,479)</u>	<u>(1)</u>	<u>100</u>	<u>2,180</u>	<u>183,454</u>
TOTAL FACILITIES SERVICES								
OFFSETTING REDUCTION								
	0	0	0	0	0	0	0	0
GRAND TOTAL, SMITHSONIAN INSTITUTION	<u>5,124</u>	<u>495,925</u>	<u>(2,946)</u>	<u>(3,944)</u>	<u>0</u>	<u>0</u>	<u>5,124</u>	<u>489,035</u>

Footnotes to Adjustments to FY 2005 Funding:

- \1 Transfer of \$164,000 from the National Museum of American History, Behring Center to Facilities Operations, Security, and Support for return of salaries and benefits of transferred employee.
- \2 Transfer of \$17,000 from Facilities Maintenance to the National Museum of the American Indian for return of funding for Suitland Zone Service Agreement contracts and hazardous waste removal.
- \3 Transfer of two FTEs and \$277,000 from the Smithsonian Center for Materials Research and Education to the National Museum of Natural History for change of duty station for staff.
- \4 Transfer of one FTE and \$114,000 from Administration to Outreach to 1) return funding for administrative officer position to the National Science Resources Center (NSRC), and 2) enable NSRC to hire a deputy director.
- \5 Transfer of \$30,000 from Outreach to Smithsonian Institution Archives to support annual publication of Smithsonian Annals.
- \6 Transfer of three FTEs and \$44,000 from Administration to Communications to 1) provide salary and benefits and one FTE for a telephone operator in the Visitor Information and Associates' Reception Center, and 2) provide two FTEs to cover new positions in the Office of Public Affairs.
- \7 Transfer of one FTE and \$47,000 from Facilities Operations, Security, and Support to Administration to support event scheduling.

SMITHSONIAN INSTITUTION LIBRARIES



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