



Smithsonian

Submitted to the Committees on Appropriations
Congress of the United States

Smithsonian Institution

Fiscal Year 2009

Budget Justification to Congress

February 2008

SMITHSONIAN INSTITUTION
Fiscal Year 2009 Budget Request to Congress
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THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY

For more than 161 years, the Smithsonian Institution has remained true to its mission, “the increase and diffusion of knowledge.” In that time, it has become the largest museum and research complex in the world, the most respected provider of museum experiences supported by authoritative scholarship, and an international leader in scientific research and exploration.

Historian David McCullough has described the Smithsonian as a “storehouse of ideas.” It is indeed that and much more. With 19 museums, numerous research centers, and the National Zoo, the Smithsonian stands out as a unique entity, a leader in science, history, art, and culture. As an international institution, it offers the world a picture of America and America a picture of the world. At the same time, the Smithsonian’s pioneering science initiatives and innovative education and outreach programs continue to advance both “the increase and diffusion of knowledge.”

The Smithsonian Institution’s collections, containing more than 137 million objects and documents, are staggering in their breadth and depth. Consequently, by a large margin, more people visit the Institution than any other museum complex on Earth.

Although English scientist James Smithson’s bequest launched the Smithsonian in 1846, the debate and counsel of the Congress helped to shape the Institution from day one — and does so to this day. In fact, the Smithsonian simply would not be able to function without the generous support of the Administration and the Congress.

This support takes many forms, including oversight. In 2007, the Smithsonian moved forward with a vigorous and thorough reform agenda. The Institution’s management and staff rallied around the Board of Regents’ efforts to improve governance. As a result, an aggressive effort to implement the reform recommendations of the Board of Regents is well under way.

The Institution’s overall goal is much more than to fix past problems; the goal is to become a leader in good governance. Throughout this transition period, thanks to its dedicated staff and volunteers, the vital work of the Smithsonian has continued.

The Smithsonian takes its task of serving the American public very seriously, and last year we kept that commitment. During fiscal year 2007, millions of Americans enjoyed the continuing success of all our museums, including the National Air and Space Museum’s (NASM) Steven F. Udvar-Hazy Center in Chantilly, Virginia, the National Museum of the American Indian on the National Mall, and, in the renovated, historic Patent Office Building, the Donald

W. Reynolds Center for American Art and Portraiture, which is home to the National Portrait Gallery and the Smithsonian American Art Museum.

Smithsonian collections are a national and global resource that millions of visitors and researchers access each year to explore subjects from aeronautics to zoology. Through its collections, the Smithsonian presents the astonishing record of American and international artistic, historical, cultural, and scientific achievement, with a scope and depth that no other institution in the world can match. Collections are acquired from tropical rainforests, archaeological sites, everyday life, the depths of the oceans, and the heavens above. Currently, Smithsonian museum collections total more than 137 million objects and specimens. In addition, the holdings of the Smithsonian include 1.5 million library volumes, including rare books, and 89,000 cubic feet of archives.

Researchers from the Smithsonian and from around the world use these collections to pose new questions and advance our knowledge. In turn, our educational efforts touch every part of America through traveling exhibitions, affiliate museums, curriculum guides, Web outreach, and much more.

More than 13 million visitors have come to the Smithsonian's National Zoo to see our giant pandas, Mei Xiang and Tian Tian, and their cub, Tai Shan. More people are also coming to see our new Asia Trail — home to seven different Asian species. Work on Asia Trail II, *Elephant Trails*, which is a new home for our Asian elephants, is under way. Scientists at the Zoo have been conducting research on the reproductive biology of endangered species. The results of their work have enabled the successful reproduction of animals such as the golden lion tamarin, the black-footed ferret, and the giant panda, bringing some of these animals back from the brink of extinction. In addition, scientists at the Zoo have monitored the sharp decline of bird populations caused by the West Nile Virus across the eastern United States.

Smithsonian astronomers at the Smithsonian Astrophysical Observatory (SAO) in Cambridge, Massachusetts, study the origin, evolution, and ultimate fate of the universe. They continue to make breakthrough discoveries, finding new planets outside our solar system. Last September they discovered a new planet unlike any other in that it is the biggest planet ever found inside or outside our solar system, yet has the least density of any planet ever seen. It is bigger than Jupiter but lighter than a giant ball of cork — it is called a "puffy" planet.

Back on Earth, visitors continue to flock to Smithsonian attractions such as the annual Folklife Festival on the National Mall; the National Museum of Natural History's (NMNH) *Hall of Mammals*; and the NASM exhibition, *America by Air*. Although the National Museum of American History (NMAH) is closed for an extensive revitalization, its work continues. Research, traveling exhibitions, and public programs throughout the country are planned, and a

special exhibition of more than 150 iconic objects, *Treasures of American History*, has been installed at NASM.

In addition, the NMNH has announced a partnership to launch an online *Encyclopedia of Life*, with a webpage for each of the 1.8 million known species of animals, plants, and other life forms. The database will be configurable for everyone from students across America to scientists, policy makers, and the general public worldwide.

Scientific expertise and leadership are at the core of the Smithsonian's reputation for excellence and central to achieving our mission to promote the "increase and diffusion of knowledge." The Smithsonian's more than 500 scientists have pioneered efforts to improve our understanding of how the Earth and similar planets were formed, and they are world leaders in the fields of anthropology, ethnology, and archaeology, including the fields of forensic anthropology and human origins. The Institution is also internationally recognized for its expertise in systematics, paleobiology, ecology, and biological conservation, and is uniquely situated to explore the loss of biodiversity and respond to governmental initiatives on climate change, tropical forest conservation, control of invasive species, and protection of endangered species.

Our large and diverse collections of art continue to attract numerous visitors. Some of the greatest works of art in this country — and the world — are at the Smithsonian. The Smithsonian's art museums, the Freer, the Sackler, the Hirshhorn Museum and Sculpture Garden, the National Museum of African Art, the Cooper-Hewitt, National Design Museum in New York City, the Smithsonian American Art Museum and its Renwick Gallery, and the National Portrait Gallery, collectively, are the fourth most visited art complex in the United States. Hundreds of thousands of visitors came to see *Encompassing the Globe: Portugal and the World in the 16th and 17th Centuries* when it was on view at the Sackler Gallery and the National Museum of African Art. Many global partners helped put more than 260 extraordinary objects on display in this beautiful exhibition on art, history, economics, and politics.

In the context of public service, the reach of everything the Smithsonian does — in both the research and the museum activities — is expanded exponentially by websites and education and outreach programs. The Smithsonian Institution Traveling Exhibition Service (SITES) is the largest traveling exhibition service in the world, and reaches roughly five million people throughout the nation every year. In 2007, SITES traveled to more than 400 communities in all 50 states, the District of Columbia, Puerto Rico, and Guam. These exhibitions reach learners of all ages in museums, schools, libraries, community centers, veterans' halls, municipal buildings, transportation terminals — wherever the public is.

The Smithsonian's electronic outreach has been equally impressive. Our Web presence has expanded dramatically in a short period of time and several of our websites have won awards for their content and design. Six 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 750 percent of our museum visitation, with more than 180 million visits to our various websites.

Furthermore, we are engaged in a major national outreach program. We now have 159 affiliates in 39 states, Panama, Puerto Rico, and Washington, DC. To bring the Smithsonian's collections to the American public, we lend impressive objects to these local affiliates (in addition to the many artifacts that tour nationwide as part of the SITES exhibits).

The establishment of Smithsonian Networks, a joint venture with CBS-Showtime, will expand how the Institution shares its vast collections with the American people and educates the public about the richness of Smithsonian-sponsored discoveries in science, the arts, and the humanities.

The Smithsonian Center for Education and Museum Studies (SCEMS) is collaborating with the Council of Chief State School Officers to create new ways for teachers and students to enrich classroom instruction by accessing Smithsonian collections and talking to experts. SCEMS, as part of the collaboration, leads SI-based professional development opportunities for the State Teachers of the Year.

One of the biggest obstacles we face in continuing this important work is resolving our facilities revitalization and maintenance problems which directly affect our mission. This issue concerns not only the buildings themselves, some of which are priceless national treasures in their own right, but more importantly the fact that the buildings enable us to educate the public, exhibit and house the national collections, and create the ideal museum experience for our visitors. Without the proper facilities in safe operating order, none of this is possible.

Today the Smithsonian owns or leases more than 700 buildings and other structures in the District of Columbia, seven states, Panama, Belize, and Chile, about 9.9 million square feet of owned space and 1.4 million square feet of leased space with an estimated replacement value of more than \$5.3 billion. Some of these buildings are new, some are 150 years old, many are decades old, and more than half are more than 25 years old. It is an expensive, challenging task to care for these facilities and keep our staff and visitors safe — especially in a post-9/11 world where security is of paramount concern.

Both the National Academy of Public Administration and the Government Accountability Office (GAO) have looked into this matter and underscored its importance, with the GAO saying \$2.5 billion is required to fix and maintain the Institution's facilities in the coming years. With the continued support of the

Administration and Congress, the Institution is making progress in addressing this serious issue.

In spite of the work that must be done to repair our infrastructure, we want to continue with our ambitious plans to revitalize Smithsonian facilities in ways that strengthen both our scientific research as well as our education and outreach efforts. Accordingly, the largest multi-disciplinary project ever undertaken by the Smithsonian Institution is under way — the \$78 million Ocean Science Initiative at the National Museum of Natural History, in collaboration with the National Oceanic and Atmospheric Administration. The project includes a new exhibition space, the *Ocean Hall* (opening in 2008), a newly endowed Chair for Marine Science research, educational outreach, a new Ocean Web portal, and additional funding for research.

The National Museum of American History will reopen in 2008. Implementing recommendations made by its Blue Ribbon Commission, this Museum will have a new home for the Star-Spangled Banner and a completely redesigned central core.

Farther into the future, the Smithsonian's 19th museum, the National Museum of African American History and Culture, will open on the National Mall. Part of that Museum is up and running right now, with a website, exhibition, and special programs. As directed by Congress, funding for construction of the Museum will be half private and half federal.

The growth of the Internet and related technologies enable new possibilities for sharing the Smithsonian's knowledge from our collections and research in ways never envisioned when the Institution was first created. Over the next several decades, the Institution proposes committing the intellectual and financial resources necessary to create a digital Smithsonian which would provide unlimited access to the national collections and research via channels previously unimaginable on such a grand scale. A digital Smithsonian would contribute to improving the Institution's stewardship and preservation of its collections.

The Smithsonian agenda is ambitious but focused. The Institution's leadership team is committed to a balanced approach that stresses not only the revitalization of the Smithsonian's physical infrastructure, but also important scientific, educational, and collections care programs. Also, to respond to the recommendations of the Board of Regents' new permanent Governance and Nominating Committee, the Institution is requesting funds to support the new governing practices that were developed to strengthen the Board's oversight of the Institution. In addition, to better position the Institution to tell its story, the Smithsonian has packaged the priorities of security, facilities, and collections care under a new heading, *Stewardship of National Treasures*. Given its successes, concerns, and budget realities, the Institution's priorities are:

- Mandatory funding requirements, such as legally mandated federal compensation increases; contractually obligated rental increases; rent requirements; and leases for collections storage space
- Board of Regents' Governance and Nominating Committee support to strengthen oversight of the Institution, including additional staff for the Inspector General and the Chief Financial Officer
- *Stewardship of National Treasures*, which includes:
 - o Security guards to meet minimum security staffing needs; increased security costs at the George Gustav Heye Center in New York City; and measures to provide employee and contractor security screening
 - o Physical facilities maintenance and revitalization, as recommended by the National Academy of Public Administration's 2001 report and reinforced by the Government Accountability Office's 2005 and 2007 reports
 - o Collections care, including improved conservation, preservation, storage, documentation, and accessibility of the national collections
 - o Information technology infrastructure needs

The Smithsonian is a public trust; it belongs to every American, young and old. Tens of millions of students have come to the nation's capital and experienced the Smithsonian. Through the Internet and our expansive education and outreach programs, millions more have experienced the Smithsonian in their own hometowns. This younger audience is America's cultural and scientific future. We inspire the next generation of astronauts, scientists, artists, explorers, and historians. Once they experience the Smithsonian, this great Institution is in their hearts and minds for life.

The Smithsonian Institution faces significant challenges if it is to continue serving 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 efficiently and effectively meet these challenges.

SMITHSONIAN INSTITUTION FY 2009 BUDGET REQUEST SUMMARY

<i>Account</i>	<i>FY 2008 Appropriation</i>	<i>FY 2009 Request</i>
Salaries and Expenses	\$562,434,000	\$588,400,000
Facilities Capital	105,429,000	128,000,000
Legacy Fund	14,766,000	0
Total	\$682,629,000	\$716,400,000

For FY 2009, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$716.4 million. It includes \$588.4 million for Salaries and Expenses (S&E) and \$128 million for Facilities Capital. A detailed summary is provided in the table at the end of this section.

SALARIES AND EXPENSES

MANDATORY INCREASES

- ***Salaries and Related Costs (+ \$10,878,000)*** — The request funds a portion of the FY 2009 (2.9%) and the FY 2008 (4.49%) pay raises. It also includes an increase for Workers' Compensation required in FY 2009.
- ***Non-pay Mandatory Items (+ \$5,557,000)*** — The Institution requests an increase to its utilities, rent, communications, and other mandatory operating costs. Details are provided in the S&E section.

GOVERNANCE

- ***Governance Costs (+ \$364,000)*** — The Institution requests an increase to support the Board of Regents' Governance and Nominating Committee's efforts to strengthen oversight of the Institution.

STEWARDSHIP OF NATIONAL TREASURES

- ***Security/Anti-Terrorism (+ \$2,040,000)*** — The Institution is requesting funds for security guards to meet minimum security staffing needs for the Donald W. Reynolds Center and the National Museum of the American Indian (NMAI) facilities; for additional security requirements at the NMAI George Gustav Heye Center in New York City; and for employee and contractor security screening for units outside of the Washington, DC area, as recommended by the Inspector General.

- ***Facilities Requirements (+ \$16,775,000)*** — This S&E request supports improvements to the Smithsonian's facilities maintenance needs, as recommended by the National Academy of Public Administration (NAPA) and reviewed by the Government Accountability Office (GAO). The maintenance increase brings the Institution maintenance total to more than \$69 million. The increase is intended to raise the Smithsonian's score under the industry building maintenance standard to approach level 2 of 5, with a goal to eventually achieve level 2 (on a 1 to 5 rating scale with 1 being the highest).
- ***Collections Care (+ \$1,300,000)*** — This request provides resources to strategically improve collections care by supporting state-of-the-art collections management systems; enhancing conservation, storage, and preservation; and addressing the highest priority collections care needs throughout the Institution. This request also includes resources for animal welfare and safety at the National Zoo.
- ***Information Technology (IT) Infrastructure (+ \$274,000)*** — This request provides funds for improvements to the Institution's IT architecture, specifically for secure wireless capability.

PROGRAM REDUCTIONS

- Federal funding for the Institution's public programs, exhibitions, and research is reduced by **-\$11,222,000**. This funding is redirected to the facilities maintenance program. The Institution will seek to raise private funds to offset this reduction.

FACILITIES CAPITAL PROGRAM

The request for the Facilities Capital Program (\$128 million) is critical to improve the deteriorating condition of some of the oldest buildings and maintain the current condition of other facilities through systematic renewal and repair. Numerous independent entities have highlighted the poor state of Smithsonian facilities, including the Government Accountability Office's 2007 report, which acknowledged the Smithsonian's estimate of \$2.5 billion needed to fix and maintain Smithsonian facilities. For FY 2009, this request continues major revitalization work at the National Zoological Park (\$21.1 million) and the National Museum of Natural History (\$25.7 million); and the renovation of the Museum Support Center Pod 3 to provide for essential collection storage space (\$15 million). It also includes funds to replace the Institution's greenhouses (\$8.2 million); begin the replacement of laboratory facilities at the Smithsonian Tropical Research Institute facility in Gamboa (\$3 million); and support other revitalization work (\$31.5 million). In addition, the requested increase funds the planning and design of future projects (\$23.5 million, which includes \$1 million for security and anti-terrorism and \$3 million for the National Museum of African American History and Culture [NMAAHC]). Specific details are provided in the Facilities Capital section of this request.

LEGACY FUND PROGRAM

In the FY 2008 Consolidated Appropriations Act, Congress appropriated \$15 million, before the rescission, for a new account to address the Institution's backlog of major repairs and restoration of its facilities. The Fund has been designed as a public-private partnership, where each public dollar provided must be matched by twice that amount in private contributions before the full \$15 million is made available for obligation. The Smithsonian is developing plans to raise the matching private funds. No funds are requested for FY 2009.

**SMITHSONIAN INSTITUTION
FY 2009 BUDGET REQUEST
BY APPROPRIATION ACCOUNT**

SALARIES AND EXPENSES	FTEs	Amount
FY 2008 Appropriation	4,291	\$562,434,000
FY 2009 Changes		
<i>Mandatory Increases</i>		
Salaries and Related Costs		10,878,000
Utilities, Rent, Communications, and Other		5,557,000
<i>Governance</i>		
Required staff increases	5	364,000
<i>Stewardship of National Treasures</i>		
Security/Anti-Terrorism	40	2,040,000
Facilities Requirements		
Improve Building Maintenance	52	16,775,000
Collections Care		
Collections Care Initiatives		1,000,000
National Zoo (Animal Welfare)	3	300,000
Information Technology Infrastructure		
Secure Wireless	1	274,000
<i>Program Reductions</i>		
Public Programs Reductions	-45	-4,400,000
Exhibitions Reductions	-51	-4,900,000
Research Reductions	-20	-1,922,000
FY 2009 Salaries and Expenses Request	4,276	\$588,400,000

FACILITIES CAPITAL	FTEs	Amount
FTEs in Base	38	
<i>Revitalization:</i>		
National Zoological Park		21,100,000
National Museum of Natural History		25,700,000
Museum Support Center (Pod 3)		15,000,000
Replace Greenhouses		8,200,000
Tropical Research, Gamboa Development		3,000,000
Other Revitalization Projects	10	31,500,000
<i>Facilities Planning and Design</i>		23,500,000
FY 2009 Facilities Capital Request	48	\$128,000,000
FY 2009 REQUEST, ALL ACCOUNTS	4,324	\$716,400,000

**SMITHSONIAN INSTITUTION
SALARIES AND EXPENSES**

Summary of FY 2009 Change

	<u>FTEs</u>	<u>Amount</u>
FY 2008 Appropriation (pre-rescission)		\$571,347,000
FY 2008 1.56% Rescission		-8,913,000
Total FY 2008 Appropriation	4,291	\$562,434,000
 FY 2009 Changes		
 <i>Mandatory Increases</i>		
Legislated Pay Raises and Workers' Compensation		10,878,000
Utilities, Postage, Rent, Communications, & Other		<u>5,557,000</u>
Total Mandatory Increases		16,435,000
 <i>Program Changes</i>		
Governance	5	364,000
Stewardship of National Treasures	96	20,389,000
Program Reductions	-116	<u>-11,222,000</u>
Total Program Changes		9,531,000
 FY 2009 Budget Request	4,276	\$588,400,000

SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2007 Actuals and the 2008 and 2009 Estimates
(\$ in Thousands)

Page #	FTE = Full-Time Equivalent	FY 2007				FY 2008		FY 2009		ANALYSIS OF CHANGE		
		Actuals		Base		FY 2008		Request		Mandatory Costs \$000	FTEs	Program FTEs \$000
		FTEs	\$000	FTEs	\$000	FTEs	\$000	FTEs	\$000			
	MUSEUMS AND RESEARCH CENTERS											
	<i>American Museums</i>											
31	Anacostia Community Museum	18	1,952	21	1,964	21	2,004	21	2,004	40	0	0
36	Center for Folklife and Cultural Heritage	15	2,442	18	2,185	18	2,230	18	2,230	45	0	0
40	National Museum of African American History & Culture	11	3,681	41	11,757	41	12,393	41	12,393	636	0	0
48	National Museum of American History, Behring Center	183	21,011	190	20,974	190	22,152	190	22,152	1,178	0	0
58	National Museum of the American Indian	273	32,488	283	31,528	283	32,164	283	32,164	636	0	0
	<i>Subtotal, American Museums</i>	500	61,574	553	68,408	553	70,943	553	70,943	2,535	0	0
	<i>Art Museums</i>											
71	Archives of American Art	17	1,700	19	1,739	19	1,793	19	1,793	54	0	0
77	Arthur M. Sackler Gallery/Freer Gallery of Art	48	5,679	57	5,787	57	5,937	57	5,937	150	0	0
83	Cooper-Hewitt, National Design Museum	32	3,133	39	3,336	39	3,957	39	3,957	621	0	0
89	Hirshhorn Museum & Sculpture Garden	44	4,267	47	4,193	47	4,294	47	4,294	101	0	0
96	National Museum of African Art	29	4,086	37	4,333	37	4,415	37	4,415	82	0	0
101	National Portrait Gallery	51	7,203	59	5,523	59	5,680	59	5,680	157	0	0
107	Smithsonian American Art Museum	90	11,596	98	8,577	98	8,835	98	8,835	258	0	0
	<i>Subtotal, Art Museums</i>	311	37,664	356	33,488	356	34,911	356	34,911	1,423	0	0
	<i>Science Museums and Research Centers</i>											
113	National Air and Space Museum	168	17,057	174	17,095	174	17,565	174	17,565	470	0	0
119	National Museum of Natural History	376	44,405	396	45,221	396	46,380	396	46,380	1,159	0	0
131	National Zoological Park	209	20,878	217	21,708	220	22,554	220	22,554	546	3	300
141	Smithsonian Astrophysical Observatory	108	23,579	113	23,311	113	23,736	113	23,736	425	0	0
147	Museum Conservation Institute	19	3,167	24	2,983	24	3,047	24	3,047	64	0	0
152	Smithsonian Environmental Research Center	30	3,154	34	3,376	34	3,461	34	3,461	85	0	0
157	Smithsonian Tropical Research Institute	244	12,482	248	12,405	248	12,677	248	12,677	272	0	0
	<i>Subtotal, Science Museums and Research Centers</i>	1,154	124,722	1,206	126,099	1,209	129,420	1,209	129,420	3,021	3	300
	Total Museums and Research Centers	1,965	223,960	2,115	227,995	2,118	235,274	2,118	235,274	6,979	3	300

SMITHSONIAN INSTITUTION

Salaries and Expenses

Summary of the 2007 Actuals and the 2008 and 2009 Estimates
(\$ in Thousands)

FTE = Full-Time Equivalent		FY 2007		FY 2008		FY 2009		ANALYSIS OF CHANGE		
Page #		Actuals		Base \1		Request		Mandatory Costs \$000	Program FTEs	\$000
		FTEs	\$000	FTEs	\$000	FTEs	\$000			
PROGRAM SUPPORT AND OUTREACH										
165	Outreach	60	9,182	65	9,539	65	9,720	181	0	0
173	Communications	23	2,621	23	2,106	23	2,161	55	0	0
177	Institution-wide Programs	1	7,251	0	6,839	0	7,839	0	0	1,000
184	Office of Exhibits Central	27	2,795	30	2,793	30	2,872	79	0	0
187	Major Scientific Instrumentation (017000) (No-Year)	0	4,510	0	3,822	0	3,822	0	0	0
192	Museum Support Center	20	2,048	25	1,758	25	1,800	42	0	0
194	Smithsonian Institution Archives	15	1,432	20	1,899	20	1,968	69	0	0
198	Smithsonian Institution Libraries	89	9,216	97	9,413	97	9,624	211	0	0
Total Program Support and Outreach		235	39,055	260	38,169	260	39,806	637	0	1,000
203	ADMINISTRATION	245	62,962	264	65,509	267	69,229	3,395	3	325
212	INSPECTOR GENERAL	11	1,710	17	2,052	20	2,422	57	3	313
FACILITIES SERVICES										
216	Facilities Maintenance	307	50,998	307	51,419	359	69,146	952	52	16,775
222	Facilities Operations, Security and Support	1,319	167,082	1,328	177,290	1,368	183,745	4,415	40	2,040
Total Facilities Services		1,626	218,080	1,635	228,709	1,727	252,891	5,367	92	18,815
25	UNALLOCATED REDUCTION - Public Programs	0	0	0	0	(45)	(4,400)	0	(45)	(4,400)
25	UNALLOCATED REDUCTION - Exhibitions	0	0	0	0	(51)	(4,900)	0	(51)	(4,900)
25	UNALLOCATED REDUCTION - Research	0	0	0	0	(20)	(1,922)	0	(20)	(1,922)
GRAND TOTAL, SMITHSONIAN INSTITUTION		4,082	545,767	4,291	562,434	4,276	588,400	16,435	(15)	9,531

¹ Distribution reflects the Interior appropriation rescission of 1.56%, reorganizations, and permanent reprogrammings. See crosswalk on page 268

SALARIES AND EXPENSES

FY 2007 Appropriation	\$536,295,000
FY 2008 Appropriation	\$562,434,000
FY 2009 Estimate	\$588,400,000

For FY 2009, the Institution requests \$588.4 million in the Salaries and Expenses account. Within the increase requested, approximately 63 percent is attributable to mandatory costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority program requirements within the Institution.

SALARY AND RELATED COSTS (+ \$10,878,000) — The Institution requests an increase of \$10,878,000 for higher projected salary and benefits costs in FY 2009, as described below. This request funds a portion of the FY 2008 and FY 2009 pay raises and resources to cover the increase in Workers' Compensation costs. The Institution will absorb the additional workday in FY 2009 (\$1,513,000), the unfunded portion of the FY 2008 pay raise (4.49% vs. 3.0% – \$738,000), and \$3,187,000 of the annualized 2008 pay raise (1/4 year at 4.49%). The following is a line-item display of the pay amounts requested:

<i>Salary and Related Costs:</i>	<u><i>Requested</i></u>
• Annualized 2008 pay raise (1/4 year at 4.49%)	\$952,000
• 2009 pay raise (3/4 year at 2.9%)	9,742,000
• Workers' Compensation	<u>184,000</u>
Total	\$10,878,000

- **Annualization of 2008 Pay Raise (+ \$4,139,000/+ \$952,000)** — The annualization of the anticipated 4.49 percent January 2008 pay raise for the first quarter of FY 2009. The requested amount partially funds this annualized requirement.
- **Proposed 2009 Pay Raise (+ \$9,742,000)** — The anticipated 2.9 percent January 2009 pay raise for three-quarters of a year. The requested amount fully funds the required amount.
- **Workers' Compensation (+ \$184,000)** — Supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2009 is \$3,405,000, based on actual costs incurred from July 1, 2006 through June 30, 2007, as provided by the U.S. Department of Labor. With an amount of \$3,221,000 in its FY 2008 base, the Institution requires an increase of \$184,000 for FY 2009.

- The Institution will absorb the \$5.4 million pay shortfall by forgoing the purchase of replacement vehicles and desktop computers and conducting a hiring freeze.

FY 2009 Increased Pay Costs

(Dollars in Thousands)

Line Item	FY 2008 Annualization	FY 2009 Pay Raise	Total
Anacostia Community Museum	4	36	40
Center for Folklife and Cultural Heritage	4	41	45
National Museum of African American History and Culture	5	259	264
National Museum of American History, Behring Center	51	498	549
National Postal Museum	2	18	20
National Museum of the American Indian	58	578	636
Archives of American Art	5	49	54
Arthur M. Sackler Gallery/Freer Gallery of Art	13	137	150
Cooper-Hewitt, National Design Museum	7	75	82
Hirshhorn Museum and Sculpture Garden	9	92	101
National Museum of African Art	8	74	82
National Portrait Gallery	14	143	157
Smithsonian American Art Museum	22	236	258
National Air and Space Museum	42	428	470
National Museum of Natural History	106	1,053	1,159
National Zoological Park	47	499	546
Smithsonian Astrophysical Observatory	39	386	425
Museum Conservation Institute	6	58	64
Smithsonian Environmental Research Center	8	77	85
Smithsonian Tropical Research Institute	25	247	272
Outreach	16	165	181
Communications	4	51	55
Office of Exhibits Central	7	72	79
Museum Support Center	4	38	42
Smithsonian Institution Archives	5	64	69
Smithsonian Institution Libraries	19	192	211
Administration	80	865	945
Inspector General	5	52	57
Facilities Maintenance	98	854	952
Facilities Operations, Security, and Support	239	2,405	2,644
Total Increased Pay Costs	952	9,742	10,694

UTILITIES, POSTAGE, RENT, COMMUNICATIONS, AND OTHER MANDATORY COSTS (+ \$5,557,000) — For FY 2009, the Institution requests a net increase of \$5,557,000 for utilities, postage, rent, and communications costs for increases in consumption, rate and inflation, as well as project needs. The following table displays FY 2007 actuals through FY 2009 estimates. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Rent, Communications, and
Other Mandatory Costs
FY 2007–FY 2009**
(Dollars in Thousands)

	FY 2007 Actuals	FY 2008 Approp.	FY 2009 Estimate	Change
Utilities:				
Electricity	18,578	19,658	19,471	-187
Chilled Water	5,802	6,344	6,811	467
Steam	8,031	9,492	8,166	-1,326
Natural Gas	4,109	4,839	4,346	-493
DC Gov't Water/Sewer	2,855	2,753	6,021	3,268
Other Water and Fuel	<u>675</u>	<u>664</u>	<u>756</u>	<u>92</u>
Subtotal, Utilities	40,050	43,750	45,571	1,821
Postage	1,594	1,708	1,708	0
Rent:				
Central	18,013	24,007	23,957	-50
Unit			<u>1,520</u>	<u>1,520</u>
Subtotal, Rent	18,013	24,007	25,477	1,470
Communications	9,664	9,930	11,066	1,136
Other			1,130	1,130
Total	69,321	79,395	84,952	5,557

- **UTILITIES (+ \$1,821,000)** — The request includes increases for the following:
 - **Electricity (-\$187,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air-conditioning system that cools the Smithsonian facilities, ensuring the comfort of staff and visitors and providing essential climate control to protect the priceless National Collections. The net estimate includes an anticipated 2.2 percent rate increase on all electricity accounts in FY 2009 (+ \$504,000); offset by reductions to FY 2008 estimates for lower projected rate increases for Virginia facilities in FY 2008 (-\$665,000) and anticipated increased reimbursements (-\$26,000).

- **Chilled Water (+ \$467,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities and the variable cost for actual chilled water usage. The FY 2009 request includes an anticipated 2.2 percent rate increase in FY 2009 (+ \$61,000) and unanticipated price increases above the FY 2007 and FY 2008 estimated levels (+ \$715,000). Offsetting the increases are savings from a Memorandum of Agreement which temporarily assigned Smithsonian surplus capacity at the GSA chilled water plant to the National Gallery of Art (-\$130,000) and anticipated increased reimbursements (-\$179,000).
- **Steam (-\$1,326,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water in facilities on the Mall and in New York City. The net estimate includes an anticipated 2.6 percent rate increase in FY 2009 (+ \$231,000), reduction to the steam estimate included in the *FY 2008 Budget Justification to Congress* for an anticipated five percent GSA price increase in FY 2008 that will not transpire (-\$460,000), further savings from decreases in consumption due to conservation efforts that began in late FY 2006 (-\$1,084,000), and anticipated increased reimbursements (-\$13,000).
- **Natural Gas (-\$493,000)** — The Smithsonian uses natural gas for heating and generating steam. The net estimate includes an anticipated 2.2 percent rate increase in FY 2009 (+ \$98,000); savings from actual FY 2007 and anticipated FY 2008 price increases that were less than projected (-\$589,000), and anticipated increased reimbursements (-\$2,000).
- **DC Water and Sewer (+ \$3,268,000)** — Funds provide for both water and sewer services provided by the District of Columbia Water and Sewer Authority (DCWSA). The request includes an increase of \$3,274,000 to the budget estimate to reflect rate and billing adjustments identified by the DCWSA and a billing adjustment of \$1.5 million for under-billed estimates in FY 2005 due to a faulty meter at the National Zoological Park. Offsetting the increases are anticipated increased reimbursements (-\$6,000).
- **Other Water and Fuel (+ \$92,000)** — Funds provide water for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers, as a backup to natural gas. The net request provides for an anticipated 2.2 percent rate increase for fuel oil in FY 2009 and unanticipated fuel-oil rate increases above the FY 2006 appropriated level (+ \$25,000). In addition, the request provides for an anticipated 8 percent rate increase for water

outside of the Washington, DC area in FY 2009 and unanticipated rate increases above the FY 2007 estimated levels (+ \$67,000).

- **POSTAGE** — Funds provide for all official domestic and international mail services. The Institution is not seeking an increase for postage in FY 2009.
- **RENT (+ \$1,470,000)** — The request includes a net increase for centrally funded lease requirements (-\$50,000) and unit-funded, programmatic lease requirements (+ \$1,520,000), as follows:

- **Central Rent (-\$50,000)** — The net increase provides (+ \$1,750,000) additional base rent funds for leased office and storage space, which is offset by a reduction (-\$1,800,000) for non-recurring costs in FY 2008. Details follow:

Escalation (+ \$884,000) — Provides for annual rent increases in accordance with the actual terms of current lease contracts. Among the contracts, the escalation rate for base rent averages between two and three percent, and operating and real estate taxes average eight percent.

Capital Gallery (+ \$373,000) — In its June 2007 report to the Governance and Nominating Committee, the Smithsonian's Board of Regents recommended that the Office of the Inspector General (OIG) relocate from leased space in Crystal City, Virginia to the District of Columbia to be closer to Smithsonian management. The OIG will relocate from 5,810 square feet of leased space in Crystal City, Virginia to 8,520 square feet of leased space on the sixth floor of Capital Gallery East. The leased space will accommodate existing staff requirements and provide space for anticipated increases to staff levels. The 5,810 square feet of space vacated by the OIG will be apportioned to the Office of the Comptroller, the Office of Contracting, and the Office of the Treasurer as additional office space for anticipated staff increases. All move and relocation costs will be funded from the Smithsonian's existing federal base resources.

Cluny Court (+ \$270,000) — Provides six months of funding for a one-time lease extension of warehouse space in Springfield, Virginia, which houses the NMAH collections. The Smithsonian's plan to consolidate leases includes relocating NMAH collections to a leased facility at 3400 Pennsy Drive in Landover, Maryland. The relocation of Smithsonian tenants to the Pennsy Drive facility is planned to occur by August 2008, with complete occupancy by the end of September 2008. However, the relocation time frame conflicts with the planned reopening of the NMAH in the summer of 2008. To minimize disruption to NMAH

staff focusing on reopening activities, the requested funds will enable NMAH to relocate its collections to Pennsy Drive in FY 2009. The Cluny Court lease expires in March 2008 and a one-year lease extension is necessary to provide for a smooth, uninterrupted transition. Base central rent funds will cover lease costs in FY 2008, but funding for six months of lease costs is needed for FY 2009 when these base funds are redirected for the Pennsy Drive facility lease costs.

Victor Building (+ \$125,000) — Provides funds to cover annual lease costs for an additional 3,696 square feet of leased space on the Concourse level of the Victor Building in Washington, DC. The leased space provides additional, critical collections storage for the Smithsonian American Art Museum and National Portrait Gallery.

Crystal City (+ \$98,000) — Provides funds to cover annual lease costs for 5,035 square feet of leased storage space at 1851 S. Bell Street, Arlington, Virginia, to store the Smithsonian's financial documents from the Office of Contracting and the Office of the Comptroller. The leased space replaces valuable storage space lost when the Victor Building was sold and provides a less costly alternative for storing documents close to the offices located in nearby leased space in Crystal City.

1111 North Capitol Street (-\$1,800,000) — Returns one-time FY 2008 move and fit-out funds for relocation of staff, storage, and workshop activities from leased space at 1111 North Capitol Street to leased space at 3400 Pennsy Drive in Landover, Maryland.

○ ***Unit-Funded Rent (+ \$1,520,000)*** — Justified here, but included in the following museums' line items, are unit-funded rent increases that are necessary to support Smithsonian programs. The increases will provide for collections storage space, as follows:

National Museum of American History (NMAH) (+ \$609,000) — Provides initial base rent funds for leased warehouse space on Cinderbed Road in Newington, Virginia. The leased space houses collections displaced by the ongoing revitalization of the NMAH, Behring Center, and the recently acquired CIGNA insurance company collection of firefighting and maritime objects. The requested resources will enable the Museum to continue paying the lease for collections stored at the Cinderbed Road facility and at the future Pennsy Drive facility, thus ensuring continued care and storage of the Museum's collections.

Cooper-Hewitt, National Design Museum (CHNDM) (+ \$539,000) — Provides the balance of funds needed to cover the annual costs of leased

space in New York or New Jersey, to relocate CHNDM's collections, as well as library and conservation laboratories. In FY 2008, CHNDM will undergo a privately funded \$42 million renovation to increase exhibition space. Master plans include an off-site facility that will provide space for collections and library storage, and a conservation laboratory. The FY 2008 appropriation includes \$240,000 for one-half of the annual lease costs for an estimated 15,000 square feet of storage space. CHNDM space requirements subsequently increased to 21,000 square feet. The requested \$539,000 will provide the remaining balance of estimated annual lease costs (\$779,000), thus enabling CHNDM to expand exhibition space and library reading rooms at the Museum.

National Museum of African American History and Culture (NMAAHC) (+ \$372,000) — Provides for 15,000 square feet of leased space at the Pennsy Drive facility for storage and processing of NMAAHC collections. As NMAAHC moves ahead with plans and operations geared to the opening of the Museum on the Mall, it is crucial that NMAAHC have the resources it needs to provide adequate and appropriate space to maintain the planned collections. The Smithsonian's space plans for the Pennsy Drive facility include museum-standard storage space to house the expanding collection activities and processing requirements of the Museum (\$362,000). The requested funds also support an annual rent increase of \$10,000 for NMAAHC office space in accordance with the actual terms of the current lease contract. Resources will provide for an anticipated 3 percent escalation above FY 2008 estimates for the NMAAHC leased space at Capital Gallery in Washington, DC.

- **COMMUNICATIONS (+ \$1,136,000)** — The communications base supports operations, maintenance, and equipment for the Institution's voice and data telecommunications requirements. The requested increase provides for the following:
 - (+ \$429,000) for continuing Institution-wide migration of outdated telephone systems to Voice-over-Internet-Protocol (VoIP) systems at the National Zoological Park (NZIP) and its Conservation and Research Center (CRC) in Front Royal, Virginia, to include hardware, software, and contractor services.
 - (+ \$258,000) for cost increases for leased communications lines to support SInet. The increase provides for the redesign and upgrade of leased lines at the NZIP-DC (to support the Zoological Information Management System project at the veterinary hospital) and at NZIP-CRC (to support the National Ecological Observatory Network project). In addition, the request will provide for additional Internet bandwidth and distance requirements which result from the relocation

of the Smithsonian Institution Service Center at 1111 North Capitol Street to leased space at Pennsy Drive in Landover, Maryland.

- (+ \$186,000) for the addition of network switches and routers at the Smithsonian Astrophysical Observatory (SAO) in support of the Institution's switch and router five-year replacement program. The first priority will be to replace 45 old switches and routers at SAO that are beyond their lifespan and represent a critical risk to SAO's network reliability.
- (+ \$263,000) for the critical replacement of the aging Citrix server, the key element in providing remote access to staff; to cover increased software maintenance costs; and to provide contractor system support. Remote access enables employees to work from home and conduct essential Smithsonian business during an emergency.
- **OTHER MANDATORY COSTS (+ \$1,130,000)** — Provides needed resources for the following additional mandatory increases that are included in the Administration line item:
 - **Administration (+ \$60,000)** — Enables the Office of the Chief Financial Officer to support the federal portion of the annual audit of the Smithsonian's financial statement (+ \$25,000) and begin a three-year inventory cycle for all of the Institution's physical assets to support the insurance requirements of the Smithsonian (+ \$35,000).
 - **Administration (+ \$220,000)** — Enables the Office of Contracting to comply with federal requirements to provide procurement training classes to Smithsonian federal employees.
 - **Administration (+ \$850,000)** — Enables the Office of the Chief Information Officer to provide the required annually recurring software licenses and maintenance for mission-critical collections information management and security management systems. In addition, this request provides funds for the Google license and access to its related Internet search engine.

SUMMARY OF PROGRAM CHANGES

GOVERNANCE (+ \$364,000, + 5 FTEs) — This request supports the new governing practices that were developed to strengthen the Board of Regents' oversight of the Institution, to include additional staff for the Offices of the Inspector General (3 FTEs) and the Chief Financial Officer (2 FTEs). The request also includes a decrease of non-recurring, one-time FY 2008 costs for key human capital initiatives for the Smithsonian Human Capital Workforce Restructuring Plan (-\$200,000).

STEWARDSHIP OF NATIONAL TREASURES (+ \$20,389,000, + 96 FTEs) — This request provides the critical resources needed to support the security, facilities maintenance, collections care, and information technology (IT) infrastructure required for the Institution's stewardship responsibilities to preserve and protect the nation's treasures. The increases are as follows:

- **SECURITY/ANTI-TERRORISM (+ \$2,040,000, + 40 FTEs)** — This request continues implementation of security improvements recommended by the Inspector General's evaluation of the Institution's employee and contractor security check and badging systems for units outside of the Washington, DC area (+ \$400,000). This request provides funding to support minimal security staffing at the Institution's newest museums, the Donald W. Reynolds Center, and the National Museum of the American Indian (+ \$2,004,000, 40 FTEs). It also provides funds to reimburse the Federal Protective Service for required security costs at the National Museum of the American Indian's George Gustav Heye Center in New York City (+ \$406,000). The request also includes a decrease in one-time, non-recurring FY 2008 costs of the initial implementation of the mandates in the Homeland Security Presidential Directive 12 (-\$770,000).
- **FACILITIES MAINTENANCE (+ \$16,775,000, + 52 FTEs)** — This request supports critical improvements required for the Smithsonian's facilities program, as recommended by the National Academy of Public Administration. The Institution completed a Program Assessment Rating Tool (PART) evaluation of the Facilities Operations and Maintenance program in FY 2007 and received the highest PART rating score. This rating confirms the Government Accountability Office's conclusion that the Institution's facilities programs are efficiently managed and that additional resources would be effectively spent. Specifically, the resources will continue addressing the Institution's critical maintenance needs. With this increase, the total facilities maintenance funding would be more than \$69 million. These resources are approaching the level to attain the minimum industry standard for maintenance of 2 percent of what it would cost to replace the Institution's buildings, or approximately

\$100 million. However, these resources would enable the Smithsonian to approach the industry standard maintenance level 2, referred to as "Comprehensive Stewardship." Funding will support new facility maintenance requirements for the National Zoo, the Donald W. Reynolds Center Courtyard facility, and the Pod 5 Wet Collections Storage facility, as well as contract support for additional maintenance at the Institution's IT facility in Herndon, Virginia. Also, this funding will support security maintenance contracts for vital system monitoring, vehicle barrier systems, and locksmith services.

- **COLLECTIONS CARE INITIATIVE (+ \$1,300,000, + 3 FTEs)** — This request provides essential resources to meet collections care accreditation standards and provide for the highest priority collections management needs throughout the Institution. It provides state-of-the-art collections management systems, better access and improved storage, conservation, and the preservation resources needed to ensure the longevity and availability of the National Collections. The specific increases requested are as follows:
 - **Collections Care and Preservation Fund (+ \$1,000,000)** — Provides resources for the Smithsonian to conduct an Institution-wide collections assessment program, preserve collections, and store them in safer conditions. The increase will improve collections care, mitigate collections deterioration, and address the highest priority collections care needs throughout the Institution.
 - **National Zoo (+ \$300,000, + 3 FTEs)** — Provides funding for increased animal welfare and staff safety in support of daily operations. The request provides for a veterinary technician, a biologist, and a safety specialist at the Zoo's facility at Front Royal, Virginia. These critical positions will enable the Zoo to be more responsive to emergencies and ensure the health and safety of its valuable "living" collection.
- **INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE (+ \$274,000, + 1 FTE)** — Provides funding to support a secure wireless network which is a mission-critical requirement for the museums, research centers, and administrative offices in connecting to the Institution's IT infrastructure. Maintaining the high standards of security will ensure a minimal risk of data breaches and loss of critical information. Funds will provide for maintenance of the secure wireless network infrastructure, as well as a wireless network specialist to oversee the secure wireless network operations.

PROGRAM REDUCTIONS (-\$11,222,000) — Federal base funding for the Institution's public programs (-\$4,400,000); exhibitions (-\$4,900,000); and research (-\$1,922,000) is reduced. This funding is redirected to the higher priority facilities maintenance program. The Institution will seek to raise private funds to offset this reduction.

These funds are largely for salaries and benefits, which will make successful fund raising a challenge. The Institution will do its best in raising the required funds for public programs, exhibitions, and research to prevent the elimination of federal positions. If necessary, the Institution will also delay hires, implement a hiring freeze, or conduct a buyout of federal employees.

Securing private resources for public programming and exhibitions will ensure that school groups and the general public continue to have the same experience as in the past when they visit the Smithsonian museums or the Smithsonian's website. Private funding will also sustain electronic program initiatives, including live online forums with curators, for teachers, students, and families, as well as classroom resources for educators. The Smithsonian will also have to recruit additional volunteers to staff popular exhibits such as the *Insect Zoo*.

NO-YEAR AND TWO-YEAR FUNDING — The following table provides the FY 2009 Salaries and Expenses request for No-Year and Two-Year funding.

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

Salaries and Expenses	FY 2008 Appropriation	FY 2009 Request
No-Year Funds		
National Museum of African American History and Culture	11,757	12,393
National Museum of Natural History:		
Exhibition Reinstallation	1,000	1,000
Repatriation Program	1,644	1,678
Major Scientific Instrumentation	3,822	3,822
Collections Acquisition	459	459
Total, No-Year	\$18,682	\$19,352
Two-Year Funds		
Outreach: Office of Research and Training Services	1,553	1,553
Total, Two-Year	\$1,553	\$1,553

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY

In accordance with the President's Management Agenda (PMA) initiative on budget and performance integration, the Smithsonian has developed its FY 2009 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 the Institution's strategic goals and by performance objectives 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, the Institution's program performance goals and objectives were aligned with the program categories used in the federal budget and the Institution's financial accounting system. This enables the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

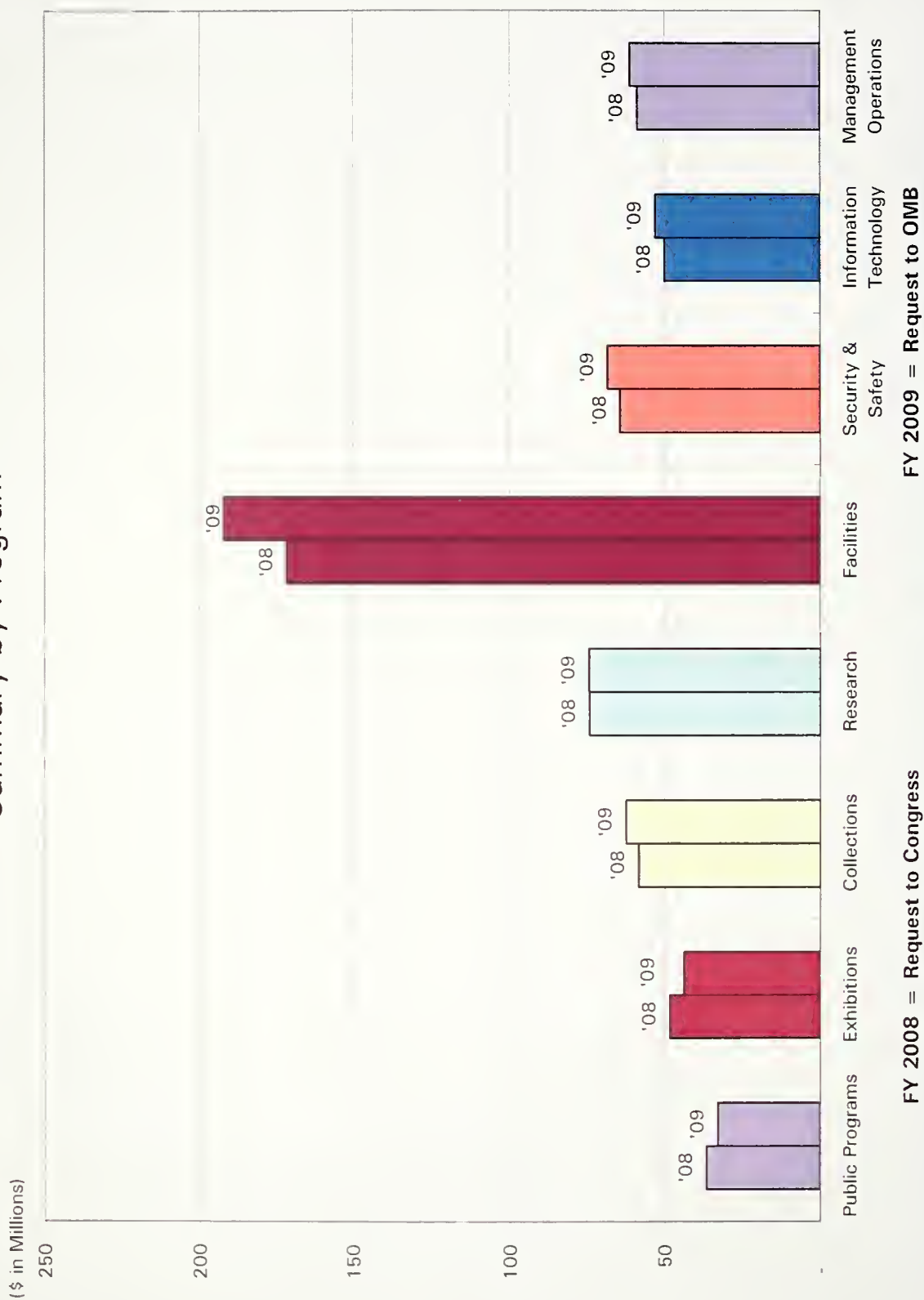
The following table summarizes the Institution's FY 2008 and FY 2009 estimates and the proposed changes by strategic goal, performance objective, and program category. Program reductions (see page 25) are reflected in the FY 2009 totals for Public Programs, Exhibitions, and Research categories.

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

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	252	25,665	218	23,063	-34	-2,602
Provide reference services and information	110	10,897	97	9,905	-13	-992
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	489	48,412	433	43,909	-56	-4,503
<i>Collections</i>						
Improve the stewardship of the national collections	526	58,457	530	62,449	4	3,992
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	431	61,178	413	60,899	-18	-279
Ensure the advancement of knowledge in the humanities	102	13,144	103	13,511	1	367
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	7	1,189	7	1,535	0	346
Implement an aggressive and professional maintenance program	321	48,881	373	65,623	52	16,742
Improve the overall cleanliness and efficient operation of Smithsonian facilities	460	121,398	459	124,850	-1	3,452
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	902	57,222	942	61,103	40	3,881
Provide a safe and healthy environment	50	7,126	51	7,315	1	189
<i>Information Technology</i>						
Modernize the institution's information technology systems and infrastructure	168	50,088	169	53,043	1	2,955
<i>Management Operations</i>						
Strengthen an Institutional culture that is customer centered and results oriented	197	21,076	208	22,842	11	1,766
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	85	13,632	84	13,668	-1	36
Modernize the Institution's financial management and accounting operations	101	13,007	99	13,128	-2	121
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	42	3,973	42	4,044	0	71
Modernize and streamline the Institution's acquisitions management operations	41	4,585	41	4,889	0	304
Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	7	2,504	7	2,554	0	50
TOTAL	4,291	562,434	4,276	588,400	-15	25,966

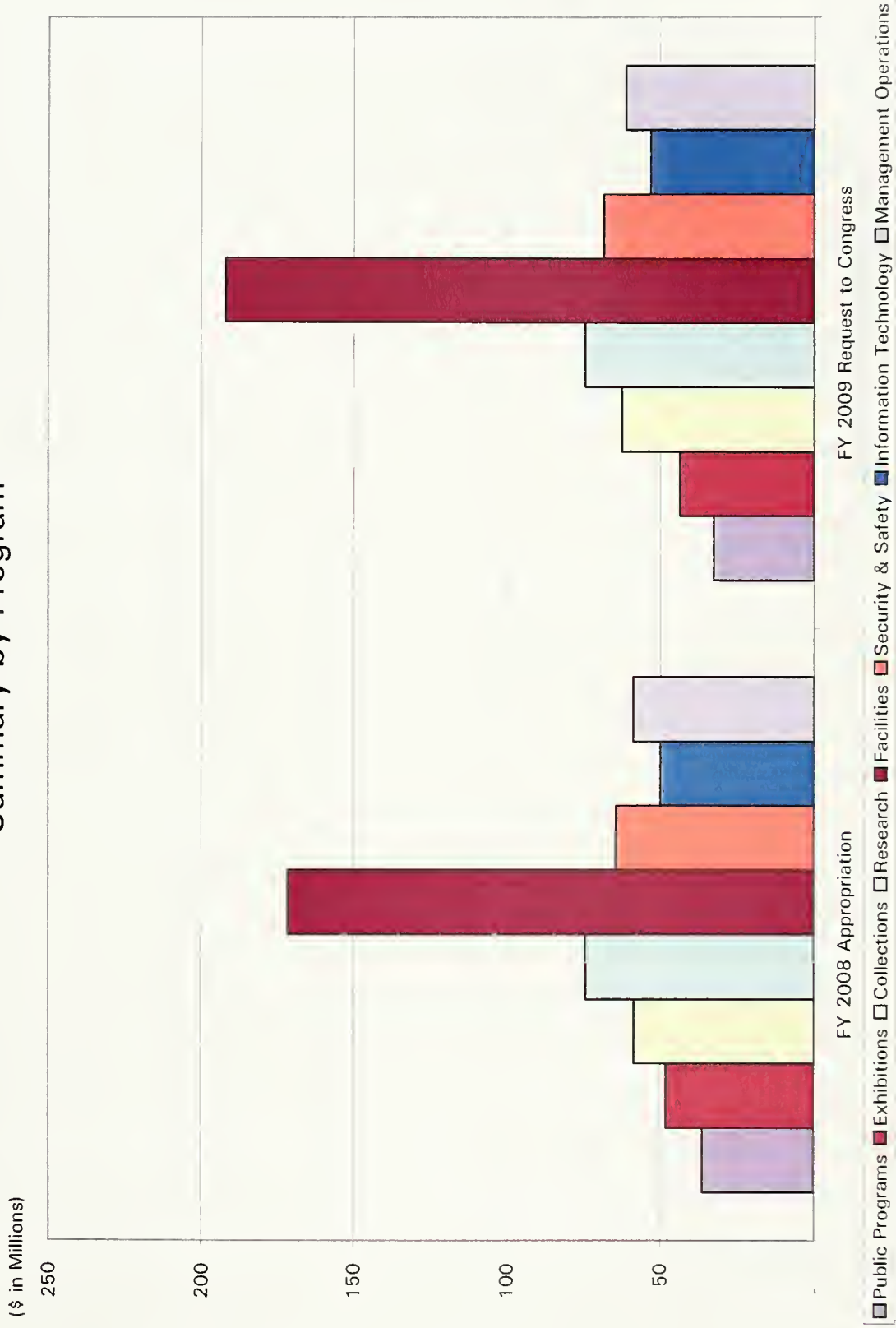
Smithsonian Federal Budget

Salaries and Expenses Summary by Program



Smithsonian Federal Budget

Salaries and Expenses Summary by Program



ANACOSTIA COMMUNITY 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 2007 ACTUAL	18	1,952	1	255	0	143	0	104
FY 2008 ESTIMATE	21	1,964	2	210	0	125	0	79
FY 2009 ESTIMATE	21	2,004	2	210	0	125	0	79

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	662	8	693	0	31
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	5	509	5	489	0	-20
<i>Collections</i>						
Improve the stewardship of the national collections	4	373	4	386	0	13
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	232	2	241	0	9
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	83	1	86	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	105	1	109	0	4
Total	21	1,964	21	2,004	0	40

BACKGROUND AND CONTEXT

On September 15, 2007, the Anacostia Community Museum (ACM) celebrated its 40th anniversary. Just as it has from its inception as the first federally funded, community-based museum, ACM faces unique challenges relating to mission, resources, and location. Over the years, it has developed

into a valuable cultural resource for the region and the country, setting a groundbreaking direction in terms of traditional museological thought and practice.

Although the original intent behind the Smithsonian's establishment of what was initially called the Anacostia Neighborhood Museum was for audience development and outreach — to take the Smithsonian's cultural and historical treasures into neighborhoods whose residents did not venture to the Mall — these same residents quickly participated in helping to make the Museum relevant to their own experiences. Within months of its opening, the community rejected the eclectic collection of SI holdings being displayed. The Museum quickly modified its focus to the documentation, preservation, and interpretation of African American history and culture from a community-based perspective. It was the forerunner in using this approach to collaborate directly with different sectors of communities, including local museums, religious institutions, and arts, cultural, and civic organizations, in order to mobilize, organize, and equip them to research, document, interpret, and preserve their cultural heritage through educational and training programs.

With the establishment of the National Museum of African American History and Culture (NMAAHC) in 2004, the ACM now finds itself having to redefine and redirect its mission and vision to create an identity that will not be duplicated by the launch of the NMAAHC. The Museum's new identity is in some ways a return to its original charter as a community museum. However, the new direction will define the term "community" in much broader terms.

For FY 2009, the budget estimate includes an increase of \$40,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2007, the staff of the ACM completed a long-range strategic plan scheduled for implementation in October 2008. Not only will this plan redefine and better describe the Museum's mission and help shape its vision, it will create a blueprint for bridging the gap from its current reality to its new future.

The ACM will continue to accomplish the Institution's goal of Increased Public Engagement through exhibitions, public programs, and collections, using resources that draw from the broad range of communities it serves. It will draw from those things that bring groups of people together — social, ethnic, religious, geographic, and other commonalities. Specifically, the Museum will continue to work with community partners to document and preserve local heritage, identify cultural materials at risk, document significant local cultural materials, and develop an interpretation and appreciation of them through

regionally based educational activities, publications, and exhibitions. Through its website, the Museum will disseminate information on community heritage preservation projects.

From December 2008 through October 2009, the ACM will mount *Jubilee*, an exhibition on the plethora of traditional (as well as some not-so-traditional) celebrations prominent among different cultures — from religious observances to family reunions. The *Sullivan Family Collection*, an exhibition of documents, photographs, and artifacts tracing five generations of a family history, will also be on display from April through September 2009. Throughout FY 2009, preparations for *The African Presence in Mexico*, an exhibition from the Mexican Fine Arts Center Museum in Chicago, will be finalized and complemented with collaborative programming from other SI units. Confirmed collaborating SI partners to date include the Latino Center, the Center for Folklife and Cultural Heritage, the National Museum of American History (NMAH), and the National Museum of African Art (NMAfA).

Beginning in 2009, to increase public interest in and access to the Museum's permanent collection, rotating exhibitions (in four- to five-month intervals) of select items from the collection will be displayed in the John R. Kinard Gallery. Several related teaching aids and reference guides will be developed and made available online and in print.

Recognizing the ACM's unique responsibility to youth development within the southeast Washington, DC community and beyond, the Museum Academy Program will be expanded from its out-of-school-time programming for children to a multi-tiered program involving both school day and after-school offerings for K–12th grades. There will be a menu of programmatic activities, from cultural enrichment to educational enhancement and career training, which can be tailored to meet the specific needs of each collaborative community partner.

By 2009, the ACM will reinstate the Young Curators program, first established in 1998, using the collections and expertise of the ACM curatorial, research, and archives staff. The Museum will also expand internship opportunities for high school and college students, and will continue to be an educational and career-building resource for them. The various program components provide direct access to exhibitions, collections, and professional staff of the Museum and the wider Smithsonian Institution. Outreach to high school students seeks to broaden the experiences and horizons of young people through training in cultural documentation and preservation, as well as through docent and practicum opportunities.

In FY 2009, the Museum will continue to expand its regional community network by collaborating directly with partners in preservation and training, and

with regional seminars designed to promote community action in cultural heritage preservation.

Another Community Historians Initiative, Family Legacies, will increase the capacity of families to preserve history and traditions through regionally based family history workshops, Web-based resources, and a family history conference. These activities will lead to the development of materials for a future exhibition tentatively titled *Family Reunions: Preserving Traditions*.

The Museum will achieve the Institution's goal of Enhanced Management Excellence by improving customer service and responsiveness through a Web-based, direct feedback site. This website will be specifically designed for local, regional, and national partner institutions, and will provide online reference and consultation for solutions to problems and issues. It will also include links to the related websites of the Museum's cultural partners.

The ACM will maintain substantive relationships with state and local governments through the regional partnership process. Staff will offer training and technical assistance to strengthen local, regional, and national partners' abilities to preserve local heritage. The Museum will increase its public relations efforts directed toward local, regional, national, and international press outlets, and will seek news media coverage in periodicals related to its field.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$693,000)

- Develop new regional exhibition projects focusing on a broader definition of community, as defined by geography, ethnicity, shared interests, professions, culture, etc., in keeping with the revised mission and vision of ACM — to be refined during the Museum's ongoing strategic planning process
- Reinstate the Young Curators program, first established in 1998, using the collections and expertise of the ACM curatorial, research, and archives staff. This program will expand internship opportunities for high school and college students, and will be an educational and career-building resource for them
- Expand the ACM Community Historians Initiative, a regional cultural heritage consortium, and bring together a network of community historians, artists, and craftspersons for training as community curators
- Conduct training and provide technical assistance for small and mid-size museums to enhance their capacity for community documentation and preservation

Offer compelling, first-class exhibitions at Smithsonian museums and across the country (5 FTEs and \$489,000)

- Present *Jubilee*, an exhibition on traditional (as well as some not-so-traditional) celebrations
- Present the *Sullivan Family Collection* documents, photographs, and artifacts tracing five generations of family history
- Prepare *The African Presence in Mexico*, an exhibition from the Mexican Fine Arts Center Museum in Chicago

Improve the stewardship of the national collections (4 FTEs and \$386,000)

- Acquire collections documenting all aspects of various diverse communities
- Create Web access to ACM collections
- Publish an inventory of the Museum's permanent collection
- Develop teaching tools and reference guides based on the resources in the permanent collection
- Present rotating exhibits of select items from the permanent collection

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$241,000)

- Develop responsive strategies to support and connect regional heritage preservation networks

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$86,000)

- Align individual performance plan objectives directly with annual organizational objectives
- Increase staff training to support local, regional, and national preservation networks
- Enhance network and information technology skills

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$109,000)

- Ensure timely press notification 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 intended to strengthen regional partners' capacity to preserve and interpret local heritage and to celebrate and commemorate heritage preservation successes

NONAPPROPRIATED RESOURCES — General trust funds support the salaries and benefits of the Museum director and director of development.

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 2007 ACTUAL	15	2,442	12	1,283	9	2,405	0	276
FY 2008 ESTIMATE	18	2,185	11	1,308	5	1,437	3	895
FY 2009 ESTIMATE	18	2,230	11	1,308	5	1,860	0	5

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Develop and bring first-class educational resources to the nation	4	653	4	670	0	17
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	9	915	9	933	0	18
<i>Collections</i>						
Improve the stewardship of the national collections	2	200	2	200	0	0
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	100	0	100	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	120	1	125	0	5
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	2	197	2	202	0	5
Total	18	2,185	18	2,230	0	45

BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage conducts research and public programs that promote the understanding and continuity of traditional grass-roots 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. In addition, the Center produces the annual Smithsonian Folklife Festival on the National Mall every summer — long recognized as the premier event of its kind. The Center produces Smithsonian Folkways Recordings, which include the iconic songs, speeches, and sounds of the American experience among its more than 3,000 published titles. The Center also produces websites, particularly Smithsonian Global Sound, which bring its collections and educational materials to libraries and schools throughout the nation and worldwide. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters, and produces major national celebration events which have included the National World War II Reunion, the opening of the National Museum of the American Indian, and various programs for the Olympics and Presidential Inaugural festivities.

For FY 2009, the budget request includes an increase of \$45,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Smithsonian's goal of Increased Public Engagement, 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, as well as with the communities served. In 2008, the Festival will feature the Himalayan country of Bhutan, music and culinary traditions of Texas, the occupational traditions of the National Aeronautics and Space Administration (NASA), and the musical traditions of African American and Latino artists. The Festival aims to draw one million visitors in 2008 and reach millions more through webcasts and media coverage. In 2009, plans are to feature the cultural traditions of Wales, Tanzania, and Latino and Latin American music. Traveling exhibitions produced from the Festival, such as *Workers of the White House*, will tour the nation and reach additional audiences in 2009.

To bring Smithsonian educational resources to the nation, the Center will continue to issue approximately 18 new documentary recordings in CD format (through Smithsonian Folkways Recordings) in 2009, as well as continue to distribute the 3,000 album titles in its back catalogue to teachers, students, musicians, community members, and the general public. New recordings will

feature the musical traditions of diverse communities from across the United States and around the world, and are expected to reflect the high quality that has earned Smithsonian Folkways eight Grammy award nominations, one winner, and other major awards in the past three years. Smithsonian Folkways and other digital collections of the Center will continue to be disseminated through the Smithsonian Global Sound website, both to the general public and (in a more specialized form) to some 350 subscribing libraries throughout the nation and worldwide. Smithsonian Global Sound includes more than 40,000 soundtracks, liner notes, and educational features drawn from Festival performances and the Rinzler and partner archives. Together with related websites, it is expected to reach more than four million visitors.

To apply Smithsonian research to its work and collections, the Center will continue to preserve and catalogue its documentary sound, photographic, and ethnographic collections as well as generate new materials by organizing the research projects necessary to produce the Festival and Smithsonian Folkways Recordings. After moving the Center and the Archive to a new location in late 2006, the Archive reopened to users in FY 2007.

Center curators and research staff will continue to publish books and articles, make professional presentations, and contribute to U.S. cultural heritage policy formulation through consultation with the U.S. Department of State, cooperative work with the United Nations Educational, Scientific and Cultural Organization (UNESCO), and other national and international organizations.

The Center will contribute to the Smithsonian's goal of Enhanced Management Excellence and will continue to help provide for security and safety of people and property outdoors on the National Mall during the Festival period. Festival organizers will work with the National Park Service to acquire outdoor flooring to protect the Mall's turf and tree roots. The Center will also continue to improve its information technology infrastructure for tracking Festival participants and related project budgeting and planning.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Develop and bring first-class educational resources to the nation (4 FTEs and \$670,000)

- Generate more than four million visits to the Center's webpages
- Have Smithsonian Global Sound adopted by more than 350 libraries as a resource for students and teachers

- Produce and distribute at least 18 documentary recordings through Smithsonian Folkways Recordings
- Develop at least 10 new educational features for teachers and students on the Smithsonian Global Sound website

Offer compelling, first-class exhibitions (9 FTEs and \$933,000)

- Produce the annual Folklife Festival on the National Mall
- Generate attendance of one million visitors
- Feature more than 400 musicians and artists from cultural communities important to Americans
- Generate 500 media stories about the Festival
- Generate 90 percent approval ratings by the public for the Festival
- Travel at least two exhibitions generated from the Festival and other projects throughout the United States

Improve the stewardship of the national collections for present and future generations (2 FTEs and \$200,000)

- 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
- Process and secure the archival and artifact collections in the new Capital Gallery office space
- Install digitization equipment and facilities, and enhance software to continue digitization processes

Enhanced Management Excellence

Provide world-class protection for Smithsonian facilities, collections, staff, and volunteers (\$100,000)

- Provide enhanced security and safety for the Folklife Festival

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$125,000)

- Coordinate with the central Smithsonian system and modernize the current systems used for Festival budgeting, planning, and production

Modernize the Institution's financial management and accounting operations and streamline the acquisitions management operations (2 FTEs and \$202,000)

- Process thousands of financial transactions for the Center

NONAPPROPRIATED RESOURCES — General trust funds provide support for salaries and benefits of personnel. Donor/sponsor-designated funds provide support for costs related to specific projects such as the Smithsonian Folklife Festival, Smithsonian Global Sound, and several other educational programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries and direct and indirect costs. In FY 2007, more than \$7.2 million was raised in outside revenues, grants, gifts, and contracts.

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 2007 ACTUAL	11	3,681	2	361	0	234	0	0
FY 2008 ESTIMATE	41	11,757	1	383	0	250	0	0
FY 2009 ESTIMATE	41	12,393	1	388	0	100	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	6	1,313	6	1,358	0	45
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	1,231	4	1,241	0	10
<i>Collections</i>						
Improve the stewardship of the national collections	5	2,866	5	2,914	0	48
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in humanities	2	275	2	281	0	6
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	453	0	825	0	372
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	1,067	2	1,080	0	13
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,025	10	1,117	0	92
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	0	124	0	124	0	0
Modernize the Institution's financial management and accounting operations	4	611	4	611	0	0

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	288	1	288	0	0
Greater Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	7	2,504	7	2,554	0	50
Total	41	11,757	41	12,393	0	636

BACKGROUND AND CONTEXT

The National Museum of African American History and Culture (NMAAHC) was established to document, collect, conserve, interpret, and display the historical and cultural experiences and achievements of Americans of African descent. When completed, the NMAAHC will provide a national meeting place for all to learn about the history and culture of African Americans and their contributions to every aspect of American life. 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. As a truly national institution whose vision is to be a place that has meaning for all citizens, the NMAAHC will use the African American experience as a lens into what it means to be an American.

When the founding director was hired in 2005, he committed to open the NMAAHC on the National Mall within 10 years. It is anticipated that, if pre-design and programming phases for the building are completed in the summer of 2008, design work will be completed in the fall of 2011 and construction completed in 2015, allowing for an opening soon thereafter.

For FY 2009, the budget estimate includes an increase of \$264,000 for necessary pay for existing staff funded under this line item, and a programmatic increase of \$372,000 to support the rental of space for collections housing and processing and an annual rent increase for current leased space, both of which are justified in the Mandatory Costs section of this budget. As authorized by Public Law 108-184, these funds are requested to remain available until expended.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, activities will include efforts to build alliances and collaborative partnerships within the Smithsonian Institution, as well as with African American organizations and other national organizations, to help generate support to build and develop the Museum, leverage resources, and share ideas. Because public awareness of the Museum is limited, the NMAAHC has embarked on a long-term campaign of visibility to broaden knowledge through print and electronic media, and through national programs to

tour collections and exhibitions that engage and inspire audiences throughout the nation.

Collaborative initiatives and activities to increase public awareness are being planned as follows:

- The NMAAHC is collaborating with Atlanta's High Museum of Art on two exhibitions and a catalogue. The exhibitions will examine photographic records from the civil rights movement, with an accompanying show of works by contemporary artists responding to the civil rights images. A related catalogue will feature illustrations and documentation of the project, with an essay by the curator and a leading cultural historian. The exhibition *Road to Freedom* tracks an historic moment that continues to shape contemporary thought and culture. To further the dialogue generated by the images included in *Road to Freedom*, while renewing awareness of the revolutionary actions they record, the High Museum will invite a group of influential contemporary artists to create new work in response to the photographs and artifacts included in that exhibition.
- *Color Pictures: Visual Culture and the Struggle for Civil Rights*, a collaborative project with the Center for Art and Visual Culture at the University of Maryland in Baltimore, represents the first comprehensive look at the role played by visual representation. Using images from both high and popular culture, the exhibition and book will track the ways in which these images perpetuated racial stereotypes, altered attitudes and beliefs, fostered a sense of black pride and accomplishment, and transformed the negative view of African Americans in the culture at large.
- In FY 2009, the NMAAHC will collaborate with the National Museum of Natural History (NMNH) and the National Museum of the American Indian (NMAI) to produce programming for several exhibitions, including *Written in Bone* at NMNH, *Shared Identity* at NMAI, and the groundbreaking exhibition produced by the Minnesota Science Center, *Race: Are We So Different?* at NMNH.
- The NMAAHC will collaborate with museums around the Mall to bring the touring exhibition *Transcendent Traditions: Baskets of Two Continents* to the Smithsonian. The exhibition highlights the remarkable beauty of coiled basketry, and features more than 100 baskets from diverse regions of Africa, the low country of South Carolina, and Georgia. The exhibition is being organized by the Museum of African Art in New York City.
- Programmatic collaborations include the National Zoological Park's (NZP) annual African American Family Celebration that includes: documenting family objects and teaching visitors to preserve their family documents, photographs, and textiles; a presentation relating to the local African

American community and an award to a local African American who has given outstanding service to the NZP; an oral history program being held in conjunction with the National Children's Museum; school programming and performances with Arena Stage and the Washington Performing Arts Society; and annual programming with the National Council of Negro Women's Black Family Reunion.

- In FY 2009, the NMAAHC will continue its collaboration with the National Portrait Gallery (NPG) and the Smithsonian Institution Traveling Exhibition Service (SITES) to create a touring version of *Let Your Motto Be Resistance: African American Portraits*. The exhibition, which opened to great acclaim in New York City in 2007, will travel to 12 venues around the country. The first venue is the California African American Museum in Los Angeles. Curriculum guides for elementary, middle, and high school students will be made available to the host museums, along with a listing of art, performance, and film programs.
- The NMAAHC will continue its collaboration with the Center for Folklife and Cultural Heritage to produce the 2009 Smithsonian Folklife Festival.
- Developed in partnership with International Business Machines (IBM) in FY 2007, the Museum on the Web encourages visitors to share their knowledge, stories, and creativity — building community and enabling the public to participate in celebrating the culture and building the Museum. IBM provided this major in-kind contribution to support this vital program. In FY 2009, the NMAAHC will continue to develop and enhance this tool to extend the reach of the Museum's vision and programs to a global audience. During this time, the NMAAHC will be engaged in the second phase of the website's development — adding more functions, interactive components, and greater capacities for various online media and social networking. Functionalities of the site will include, but are not limited to, virtual tours of exhibitions, online participation, visitor surveys, and the ability to view updates on the progress of design and construction of the building. The Museum on the Web will play a significant role in the Museum's ability to raise funds, build a constituency, identify collections, and become a physical presence on the National Mall.
- The NMAAHC will continue its National Collections Initiative project, "Save Our African American Treasures." The Museum will continue engaging the American public in discovering, collecting, preserving, and sharing the material culture of African American heritage through a series of programs and collaborations with museums and historical institutions in five key cities: New York, Los Angeles, Atlanta, Chicago, and Washington, DC. The goals of the "Save Our African American Treasures" initiative are to:
 - demonstrate that the Museum exists now
 - cultivate and strengthen national partnerships

- document and identify potential Museum collections
 - assist the public in identifying and preserving objects of historic and cultural significance
 - provide teachers with hands-on curriculum materials
 - collect oral histories and *Memory Book* entries
- Through continued development of symposia, workshops, and forums, the Museum will cultivate strong partnerships, gain significant visibility, and enable communities across the country to feel a sense of ownership in the success of this national Museum. These programs will be designed to inspire the American people, educate children, equip teachers, honor elders, excite the Museum's audience, inform a new generation, instill pride, connect people with their heritage, and ensure that access to a rich history is available to future generations.

The identification of potential collections will continue as an ongoing pursuit and the Museum will accept donated collections and purchase collections on a systematic basis (for example, as they may relate to future planned exhibitions), and on an opportunistic basis (as significant African American historical items may surface at the whim of benevolent donors and benefactors).

To achieve the goal of Strengthened Research, the NMAAHC will continue to emphasize the development of educational materials, publications, public programs, collections, and exhibitions based on scholarly research. In addition, the NMAAHC will continue to collaborate with other Smithsonian units and external organizations to produce content-rich programs and exhibitions.

The Museum will also continue to enhance its management and administrative infrastructure by developing its operating organizational structure and making revisions as necessary to accomplish program goals. Staff will develop estimates of future staffing, space, and storage needs, and will prepare operating budgets and plans accordingly. Information technology needs will be identified, and required hardware and software installed, to provide an efficient, networked technology infrastructure, including the enhancement and maintenance of the Museum's website.

To secure the resources needed to successfully build and develop the Museum, the NMAAHC will use its federal fundraising resources to develop and nurture relationships with potential significant donors, build a reliable base of regular donors, and use advanced fundraising techniques to identify and cultivate sources of new and larger donations. Enacting legislation mandates that the Smithsonian Institution pay 50 percent of building construction costs with appropriated federal funds and 50 percent with non-federal resources. Therefore, substantial cultivation of donors, combined with substantial activities in public relations, will be required to achieve and sustain fundraising success in the future.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (6 FTEs and \$1,358,000)

- Observe the 40th anniversary of the tumultuous year of 1968, the year of the Rev. Martin Luther King's assassination and subsequent urban unrest, of Robert Kennedy's assassination and the Democratic and Republican conventions of that election year, with a scholarly conference in the fall of 2008. The conference will be planned with the Museum's Scholarly Advisory Committee, and will involve colleagues from universities in the metropolitan Washington, DC area
- Plan a Smithsonian Folklife Festival Program with the Smithsonian's Center for Folklife and Cultural Heritage, which will present cultural traditions from the range of communities of African descent in the Western hemisphere
- Develop student materials honoring the anniversary of Marian Anderson's historic concert
- Continue to establish affiliations/collaborative agreements with museums, educational institutions, and foundations
- Continue preliminary concepts/designs for public programs
- Continue to develop a national membership program
- Continue to develop concepts/proposals for student and teacher programs
- Continue to mentor interns, Fellows, and professional staff
- Continue to engage volunteers at various levels of the organization

Offer compelling, first-class exhibitions (4 FTEs and \$1,241,000)

- Fund the creation of a new gallery space at the National Museum of American History (NMAH) for the display of NMAAHC exhibitions and programming. This new gallery will be approximately 3,000 square feet, and will be located in a highly visible area of the Museum's second floor. The gallery will be designed to accommodate a wide range of changing exhibitions. The first exhibition will open in September 2008
- Continue to develop concepts/designs for exhibitions
- Increase curatorial support

Improve the stewardship of the national collections (5 FTEs and \$2,914,000)

- Implement a process to ensure that objects receive required conservation prior to being moved into renovated, climate-controlled storage
- Continue to identify and acquire (through gift/purchase) desired items
- Continue to develop a collections management and information strategy

Strengthened Research

Ensure the advancement of knowledge in the humanities (2 FTEs and \$281,000)

- Produce at least two recordings, one of existing materials from archival recordings and one of new music or spoken-word narratives. These will appear as part of the new African American Legacy Series

- Continue to collaborate with Smithsonian Folkways Recordings to repackage existing individual American music and spoken-word recordings associated with African American history

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$825,000)

- Occupy and pay for rental space for collections housing and processing
- Occupy and pay for expanded temporary rental space in a timely and efficient manner

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$1,080,000)

- Support the Institution's efforts to improve its technology infrastructure through use of a consultant webmaster and arranging for staff training
- Continue to implement internal hardware/software operating requirements
- Continue to expand and develop the Museum's existing website

Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$1,117,000)

- Continue to refine organizational structure
- Continue to improve internal operations through analysis of programs

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (\$124,000)

- Continue comprehensive training to improve professional skills of staff

Modernize the Institution's financial management and accounting operations (4 FTEs and \$611,000)

- Prepare purchase orders, personnel actions, and fiscal and contractual documents in a timely and accurate manner

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$288,000)

- Continue to develop a national visibility campaign that captures public attention through various communications and public relations activities. This campaign will be designed to enhance fund raising, membership and collections building, and educational programming, as well as increase audiences for the Museum's inaugural traveling exhibition. This campaign will be designed and implemented in collaboration with other Smithsonian divisions, including the Offices of Public Affairs and Development. A keen focus will be put on developing media coverage by establishing partnerships with national organizations

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (7 FTEs and \$2,554,000)

- Continue to set goals and priorities for obtaining substantially increased private donations
- Continue to schedule one-on-one activities with several major donors

- Continue to conduct special fundraising events for donors
- Continue to manage an ongoing and proactive public relations and media program to engage donors, corporations, and the media, and to increase their enthusiasm and support for the Museum's mission and programs

FY 2009 REQUEST — EXPLANATION OF CHANGE

The FY 2009 budget estimate includes an increase of \$636,000. Included in the increase is \$264,000 for necessary pay for existing staff funded under this line item; \$362,000 to support the rental of space for collections; and \$10,000 to support an annual rent increase for current leased space. Details of the increases are as follows:

- (+ \$362,000) This increase will support the rental of space for collections housing and processing. As the NMAAHC moves ahead with plans and operations geared to the opening of the Museum on the Mall, it is crucial that it obtain resources to provide adequate and appropriate space to maintain the planned collections. This will entail the availability of sufficient museum-standard storage space to house the expanding collection activities of the Museum. This space should be accessible for staff and visiting scholars as the program and developmental activities of the Museum call for the use of these artifacts to support research, care and preservation, and public outreach while the Museum is prepared for opening.
- (+ \$10,000) This increase will provide for annual rent increases in accordance with the terms of current lease contracts.

If the FY 2009 increase request is not allowed, the Smithsonian's ability to properly store and process collections will be hindered. New funding is critical to continue development of an infrastructure. Future increases will be necessary to finish developing the NMAAHC. At this developmental stage of the newest of the Smithsonian family of museums, it is crucial that the Museum maintain momentum to carry its mission forward, maintain and enhance a public presence, and strive to reach realistic benchmarks in the establishment of a building on the Mall, as well as a public presence that signifies the rich and vibrant historical and cultural role and contributions of African Americans.

NONAPPROPRIATED RESOURCES — General trust funds support salary and benefit costs of the Museum director. Donor/sponsor-designated funds provide support for staff, special events for exhibition openings, and costs related to specific programs and projects, including educational programs, donor-related special events, and outreach activities.

**NATIONAL MUSEUM OF AMERICAN HISTORY,
KENNETH E. 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 2007 ACTUAL	183	21,011	11	1,973	44	8,108	17	2,888
FY 2008 ESTIMATE	190	20,974	9	1,114	38	19,754	20	3,332
FY 2009 ESTIMATE	190	22,152	13	1,709	35	8,054	20	3,088

Note: Operating resources include the National Postal Museum

**NATIONAL MUSEUM OF AMERICAN HISTORY,
KENNETH E. BEHRING CENTER**

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	33	3,104	33	3,210	0	106
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	58	4,454	58	4,657	0	203
<i>Collections</i>						
Improve the stewardship of the national collections	49	6,987	49	7,725	0	738
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	28	3,853	28	3,929	0	76
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	2	365	2	367	0	2
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	1,074	9	1,096	0	22
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	424	4	435	0	11
Total	183	20,261	183	21,419	0	1,158

BACKGROUND AND CONTEXT

The National Museum of American History (NMAH), Kenneth E. Behring Center, works to inspire a broader understanding of our nation and its people through exhibitions, public programs, research, and collections activity. The NMAH is the only Museum with the mandate to tell the entire story of America, from the early contact period through the 21st century. The Museum collects and preserves more than three million artifacts — from the original Star-Spangled Banner and Abraham Lincoln's top hat to Dizzy Gillespie's angled trumpet and Dorothy's ruby slippers from *The Wizard of Oz*.

Generations of visitors — averaging nearly three million on site each year, making it the most-visited history museum in the world, with millions more online — have explored the Museum's halls, making their own personal discoveries. The NMAH has something for everyone, presenting the triumphs and tragedies, explorations and innovations, and treasures and curiosities that animate the American story. The Museum creates learning opportunities, stimulates imaginations, and presents challenging ideas about our country's past.

For FY 2009, the budget estimate includes an increase of \$1,158,000. Included in the increase are \$549,000 for necessary pay for existing staff funded under this line item and \$609,000 for off-site storage leases, both of which are also justified in the Mandatory Costs section of this budget submission.

MEANS AND STRATEGY

The Museum will reopen in 2008 to reveal the new *Star-Spangled Banner Gallery*, an architectural transformation of the Museum's central core, and the updating of the Museum's infrastructure. The NMAH will take full advantage of the renovated exhibition and public spaces to offer visitors a stimulating and dynamic cultural environment. The renovation will revitalize the presentation of the Museum's unrivaled collections and ensure that the NMAH is a source of national pride and inspiration to visitors, researchers, and employees.

The Star-Spangled Banner will be displayed at the center of the Museum in a state-of-the-art gallery so that it may be preserved and enjoyed by generations to come. Along with ensuring the long-term preservation of this cherished artifact, the exhibition will present the history of the flag and evoke its significance as a national symbol. This permanent exhibition represents the Smithsonian's greatest effort to meet the dual challenges of

preserving the Star-Spangled Banner and communicating its history and significance to visitors.

The Museum's most visible architectural changes will be the central atrium and skylight, a grand staircase connecting the first and second floors, and 10-foot-high artifact walls on the first and second floors showcasing the breadth of the Museum's three million objects. Additionally, every visitor's Museum experience will be greatly enhanced by a new exhibition gallery for the Lemelson Center for the Study of Invention and Innovation, new retail operations and Visitor Welcome Center, improved signage and increased sightlines, and the reopening of previously closed exhibitions.

NMAH staff will continue to plan and design future exhibits and programs, work on reopening exhibitions, conduct programs and performances, develop traveling exhibitions, acquire new collections, conduct research, and extend the scope of the Museum through new and expanding electronic outreach initiatives. The new program series for families and adults will feature living history, live musical performances (including Smithsonian Jazz Masterworks Orchestra and the Smithsonian Chamber Music Society), and hands-on experiences. Featured programs will include African American Culture, Latino History and Culture, and Jazz Appreciation Month. The Museum's popular website will be expanded and upgraded with new features on exhibitions, collections, and public programs. The new Thinkfinity initiative will provide innovative and stimulating resources for teachers, students, and after-school audiences.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (33 FTEs and \$3,210,000)

- Develop a new long-term exhibition, *With Liberty and Justice for All*, on the history of civil rights
- Develop traveling exhibitions based on the Scurlock African American photography collection, the Bracero History Program, and the Museum's hip-hop initiative
- Integrate the stories of diverse Americans in all new exhibitions, especially *On the Water* and *American Dreams: An Introduction to American History*
- Launch new engaging programs for visiting school groups, featuring living history interpreters and hands-on activity carts
- Present new seasonal programs including family activities and events for the Smithsonian heritage months

- Continue planning for the new Lemelson and Education Centers
- Integrate new visitor service policies into all Museum activities
- Launch electronic initiatives for teachers, students, and families
- Present the Smithsonian's Jazz Masterworks Orchestra's new concert season, featuring a signature holiday event

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (58 FTEs and \$4,657,000)

- Open new long-term exhibitions, *On the Water* and *American Dreams: An Introduction to American History*
- Open a temporary exhibition for the Abraham Lincoln bicentennial
- Continue development of new exhibitions on *The American Presidency*, *First Ladies*, and *America Plays: Music, Sports and Entertainment* — projected to open in 2012
- Continue working with the National Air and Space Museum (NASM) to develop *Finding Time and Place: From Chronometers to GPS* — projected to open in 2010
- Develop new long-term exhibitions on *American Enterprise* (business history) and *With Liberty and Justice for All* (about the history of civil rights in the United States)
- Develop traveling exhibitions based on the Scurlock African American photography collection, the Bracero History Program, and the Museum's hip-hop initiative
- Begin planning for the Civil War Sesquicentennial (2011–2015)

Improve the stewardship of the national collections for present and future generations (49 FTEs and \$7,725,000)

- Implement appropriate collections preservation and documentation procedures to ensure that NMAH collections are cared for and are physically accessible to the broadest possible audience, internal and external
- Implement appropriate collections registration and documentation procedures to ensure that NMAH collections are legally and contextually documented, and that related information is accessible to the broadest possible audience, internal and external
- Implement recommendations from the NMAH Collections Information Systems (CIS) Data Analysis Project
- Produce two collections groups for the NMAH website

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (28 FTEs and \$3,929,000)

- Continue research on new long-term exhibitions on *American Enterprise* (business history) and *With Liberty and Justice for All* (the history of civil rights in the United States)

- Complete research on a book to accompany the Abraham Lincoln bicentennial exhibition
- Complete research on websites for all exhibitions scheduled to open upon completion of the renovation

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (2 FTEs and \$367,000)

- Integrate the Comprehensive Facilities Development Plan with the Smithsonian's Capital Facilities Project Planning system, as well as with the Smithsonian's global space planning document, to ensure the comprehensive integration of collections storage needs and completion of ongoing public space renewal projects
- Reduce work-related accidents and illnesses by at least five percent

Modernize the Institution's information technology (IT) systems and infrastructure (9 FTEs and \$1,096,000)

- Provide design, implementation, maintenance, security, and administrative support for the Museum's information and exhibit technology infrastructure
- Install the Museum's public spaces network cable plant as part of the public spaces renovation program
- Add digital content to the Museum's collections
- Expand electronic file storage to provide adequate capacity for Museum data
- Examine and enhance Museum data processing systems to enable and leverage new and existing business processes

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$435,000)

- Maximize use of the electronic systems for travel and accountable property management
- Complete at least three recruiting trips to minority colleges/universities
- Advertise 80 percent of open staff positions above grade GS-13 in media which will normally guarantee a widely diverse population of candidates
- Ensure that 100 percent of staff members attend diversity training and other SI-mandated training

FY 2009 REQUEST — EXPLANATION OF CHANGE

The FY 2009 budget estimate includes an increase of \$1,158,000. Included in the increase are \$549,000 for necessary pay for existing staff funded under this line item and \$609,000 for off-site storage leases, both of which are justified in the Mandatory Costs section of this budget submission. Details of the program increase are as follows:

- Off-site Storage (+ \$609,000) — There is a permanent and mandatory need to lease space to properly store the Museum's collection of more than three million objects. The collections currently stored at the Cinderbed Road facility include objects removed from the Road, Rail, Power Machinery, and Electricity Halls; the central core exhibits — Material World; Palm Court; Headsville Post Office; Agriculture Hall; Graphic Arts Hall; Hall of American Maritime Enterprises; and the recently acquired CIGNA Collection — a large collection of firefighting and maritime objects donated by the CIGNA insurance company that recently closed its museum. The annual lease payments for either the existing Cinderbed Road or future off-site facilities exceed the available financial resources of the Museum. Lease payments were originally planned to come from permanent exhibition budgets; however, these funds have been exhausted and there is no public or private Museum funding stream for off-site storage.

Failure to approve the increase request for off-site storage will result in degradation of current and future exhibitions. Providing for the physical storage of the collection is a basic component of the stewardship of the NMAH artifacts, which cannot be neglected.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits for a small but essential percentage of NMAH personnel, as well as general operating 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 the *Star-Spangled Banner*. Donor/sponsor-designated funds are the Museum's primary means of developing and installing new exhibits. Donor-designated funds are also vital to renovate the public spaces in the Museum.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	125	1	125	0	0
<i>Collections</i>						
Improve the stewardship of the national collections	6	563	6	583	0	20
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	25	0	25	0	0
Total	7	713	7	733	0	20

BACKGROUND AND CONTEXT

The National Postal Museum (NPM) was created to preserve, interpret, and exhibit historical stamps and postal objects. The Museum dedicates its resources to developing new and innovative ways to explore the vital role of the postal system in American life, and to making its vast philatelic and postal collections available to all. NPM uses its collections in innovative exhibits and programs that educate the public about the history of America, transportation, economics, and commerce.

In addition to the many activities and programs that are completed throughout the year, the NPM is focused on several major initiatives aimed at increasing visitation to both the Museum and its website. These initiatives include an 18,000-square-foot expansion of the Museum's exhibit space; the creation of a new Philatelic Center of Excellence honoring the U.S. Stamp Collection; the design and fabrication of seven new history galleries; and continued upgrades and enhancements to the increasingly popular Web-based, online collection information system. The success of these long-term projects will require the use of non-federal resources made available to the Museum.

For FY 2009, the budget request includes an increase of \$20,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The National Postal Museum's primary activities are aimed at meeting the goal of Increased Public Engagement through new exhibitions and improved stewardship of the national collections. In FY 2009, the NPM will exhibit the second portion of the Hirzel collection, one of the premier collections of classic U.S. philately. Similar to the Miller exhibit, the Hirzel exhibit is a two-year project that is expected to attract a strong following in the philatelic community, as well as in the general public. The Museum's plan to expand its exhibition space will serve as a major attraction for new and current visitors. Planning efforts are currently under way to assess the space requirements needed for the design of a newly renovated National Philatelic Gallery. The new gallery will be a permanent home for the *National Collection* exhibition, the Museum's largest and most comprehensive philatelic display.

In FY 2009, planning and design will begin on the *Systems at Work* gallery, the first of seven history galleries. The exhibit will explore the history and development of the expanding postal network, focusing on the innovative communication techniques used to move the mail. In the future, history galleries will be made up of seven different exhibits which will explore the history of America's postal service from the Colonial period to the present. Although most of the galleries are in the planning stages, research will begin on the *Portrait of a Postal Worker* gallery in FY 2009. The exhibit will highlight the history of America's postal employees and their jobs. Postal employees and their families will be invited to share their stories through an interactive memory book that will be available online as well as in the gallery.

The Museum's federal resources are primarily dedicated to improving the stewardship of the national collections for present and future generations. In FY 2009, the NPM will continue to process new acquisitions, which includes digitizing and cataloguing these entries using the automated collections information system (CIS). Ongoing efforts to reduce the existing backlog of accessions will also continue. A major initiative to improve accessibility to off-site collections will remain a Museum priority. In FY 2007, a significant portion of postal history objects were moved to the Curseen-Morris postal facility. In FY 2008, the NPM transported several postal vehicles to various postal facilities for display and storage. In FY 2009, resources will be used to survey, inventory, catalogue, and scan these off-site collections, as well as open them to additional conservation and exhibition opportunities.

The Museum's online CIS, Arago, has enabled the public to view the national collection in the privacy of their homes. Implementation of the Web-based system has increased online visitation 40 percent. State-of-the-art technical enhancements to the system are planned for FY 2009, and more than

500 enhanced collection records and images will be added. Object descriptions and related information will continue to accompany each new collection record and image. The NPM remains dedicated to increasing the number of collection records and digital images added to its collections management systems.

Additional resources will be directed toward maintaining NPM's information technology (IT) systems and infrastructure requirements to meet the goal of Enhanced Management Excellence. The Museum will continue to replace network hardware and related computer systems that support a host of programmatic and exhibition needs required to modernize IT systems.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (1 FTE and \$125,000)

- Redesign and modify requirements for the *Systems at Work* exhibit, the first of seven new permanent postal history exhibits
- Finalize exhibit requirements and begin installation on phase two of the *Hirzel Philatelic* exhibit
- Plan and design the *Portrait of a Postal Worker* exhibit
- Plan for major renovation and expansion of the National Philatelic Gallery, with consideration for additional new space within the Postal Square building

Improve the stewardship of the national collections for present and future generations (6 FTEs and \$583,000)

- Continue to accession, catalogue, and scan new acquisitions and legacy collections, using the automated CIS, Arago
- Continue to clean and enhance legacy collection records and update storage location information
- Add 500 enhanced collection records and images to Arago, the Museum's online collections information system
- Complete the cyclical collections inventory
- Continue to survey, inventory, catalogue, and scan off-site collections
- Improve accessibility to off-site collections
- Create or enhance object and media records for significant philatelic materials selected for the *National Collection*, a new exhibit project
- Continue to identify, re-house, and treat at-risk collections
- Continue to process incoming object loans for new exhibitions and to make the national philatelic collection available to other museums

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (\$25,000)

- Maintain network hardware and related computer systems
- Maintain software requirements for the automated CIS

NONAPPROPRIATED RESOURCES — The United States Postal Service provides the NPM with an annual grant, which supports nearly 75 percent of the Museum's core functions and operational costs. These costs include salaries and benefits, utilities, facility maintenance, exhibitions, research, education, and collection management programs. Fundraising initiatives continue to generate increased support from donor/sponsor-designated funds to cover new exhibitions, education projects, and special events. Several new Museum initiatives have generated additional trust funds for philatelic acquisitions, research, and conservation activities.

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 2007 ACTUAL	273	32,488	5	1,158	15	5,410	0	225
FY 2008 ESTIMATE	283	31,528	6	2,029	22	6,037	0	20
FY 2009 ESTIMATE	283	32,164	6	2,029	22	6,037	0	20

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	58	5,330	58	5,446	0	116
Provide reference services and information to the public	35	4,216	35	4,308	0	92
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	41	4,780	41	4,860	0	79
<i>Collections</i>						
Improve the stewardship of the national collections	37	4,043	37	4,129	0	85
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	20	2,745	20	2,809	0	64
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	14	1,969	14	1,986	0	17
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	25	3,559	25	3,626	0	67

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	34	3,110	34	3,180	0	71
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	4	378	4	388	0	10
Modernize the Institution's financial management and accounting operations	7	734	7	751	0	18
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	405	5	415	0	10
Modernize and streamline the Institution's acquisitions management operations	3	259	3	266	0	7
Total	283	31,528	283	32,164	0	636

BACKGROUND AND CONTEXT

The National Museum of the American Indian (NMAI) is committed to advancing knowledge and understanding of the Native cultures of the Western hemisphere — past, present, and future — through partnerships with Native people and others. The Museum works to support the continuance of culture, traditional values, and transitions in contemporary Native life.

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support community-curated exhibits, and to present contemporary works of art to the public in the Changing Exhibitions Gallery in the National Mall Museum. These exhibits, along with significant educational and public programming, are expected to attract 1.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will ensure a meaningful visitor experience. Web content based on these programs will reach distant "virtual visitors" to the Museum, who may not 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.

The FY 2009 budget estimate includes an increase of \$636,000 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 and the George Gustav Heye Center (GGHC) in New York City; 2) public programming that will encompass the indigenous peoples of the Western hemisphere (as mandated in the NMAI legislation) and that will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through technology, internships, seminars, and symposia.

Engagement efforts will continue to bring the Museum and its resources to audiences through media such as radio and the Web, and via 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 for planning and operating programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The resource centers will continue to provide daily information about Native peoples of the Western hemisphere, including Hawaii, thereby providing opportunities to correct stereotyping and expand knowledge. Various tribal educational resources, including curricula, will be made available to teachers in the metropolitan Washington, DC area.

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 group and school tour programs, and volunteers, and will also direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources of the building to enhance the visitor experience.

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

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (58 FTEs and \$5,446,000)

- Continue to develop and administer a community services program plan and involve 10–15 new communities in program activities
- Maintain a continual NMAI extension presence in Native communities by attending 10–15 outreach venues year-round; outreach activities will serve as a constant reminder in Indian Country about the services available through the art and internship programs, training activities, and other NMAI opportunities
- Evaluate and refine the formal process for sending on tour three to four NMAI exhibitions to the communities represented in those exhibitions, including a community opening event, training in exhibition installation, and a community brochure or exhibition guide to assist the community in its own educational and outreach efforts
- Evaluate and review the formal processes for community-curated exhibitions, working with one to two communities per year to loan NMAI objects to a tribal museum, cultural center, or related entity, including a community opening event, training in exhibition development and object curation, and related assistance for the community to develop its own educational and outreach efforts
- Follow a Memorandum of Understanding (MOU) with the Smithsonian Institution Traveling Exhibition Service (SITES) to develop a two-set panel exhibition traveling show that has relevance for Native communities; under this proposal, one set of panels will travel to tribal museums, cultural centers, or related entities, and include a community opening event and general assistance for the community to develop its own educational and outreach efforts
- Present (through the Cultural Arts Department within NMAI) at least six programs which serve the international community in and around the Washington, DC area, and at least three programs in collaboration with embassies from Latin American countries and Canada
- Develop a public access Film and Video Center at the GGHC that supports access to and increases the awareness of the NMAI Film and Video Center and its collections
- Develop and conduct a varied menu of tours, cultural demonstrations, teaching cart programs, family programming, and workshops for students and teachers
- Build the Cultural Interpreters Program to include 20–30 volunteer interpreters
- Develop university partnerships to strengthen the training program for the cultural interpreters

- Arrange to have symposia and seminar staff host two significant symposia or seminars annually in support of the Museum as a place of civic engagement, including the Ball State University initiative serving more than 20 million students via satellite broadcasting
- Develop a Native Museum Alliance Network to facilitate the loan of NMAI objects to tribal museums and cultural centers
- Increase the GGHC's community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations
- Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) to educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month that involve crafts demonstrations and theatrical 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 approximately 20 schools in the local and regional communities
- Continue monthly programs presenting performing arts (at least one per month), arts and crafts demonstrations (at least one per month), and writers' programs (one per month). Programs in the Museum and in local communities will serve at least 30 schools
- Maintain a diversified and ongoing publications program to educate the public about the history and significance of Native cultures through the production of books, recordings, children's and educational materials, brochures, retail products, and other printed matter. Publish two exhibition-related books and three to five additional titles
- Conduct approximately 12 educational workshops annually for families and teacher audiences
- Implement a new website component to provide all Americans with educational resources tied to grade levels and national curriculum standards
- Extend electronic community-based outreach efforts to bring the Museum's resources to more American communities. Electronic information projects, videoconferencing, podcasts, and webcasts link communities to Museum activities and programming in Washington, DC and New York City
- Support multi-department use of a customer relationship management system to email electronic newsletters to subscribers to disseminate quarterly information about the Museum and its diverse programs. Increase electronic newsletter subscriptions by five percent through provision of relevant and personalized information
- Maintain a computer system that supports data collection from a wide variety of NMAI public program activities to contribute to an

Institution-wide system for assessing the effectiveness of educational programs

- Increase the size of the Museum's Cultural Registry at a rate of 20 percent per year, with a goal of 5,000 total and current records
- Make media and text produced in the Virtual Museum Workshops available to the public

Provide reference services and information to the public (35 FTEs and \$4,308,000)

- Respond to the needs of Native communities and serve as a national leader in the area of training in museum practice by refining internship, visiting professional, technical assistance, traditional artist, and workshop programs to strengthen their effectiveness and inclusiveness, as well as by serving 30–35 interns, four to five visiting professionals, one to two technical assistants, and conducting four workshops
- Continue and maintain the Native Arts Program to incorporate the visiting artist, community arts symposium, and youth public art projects; maximize outreach efforts by developing opportunities in the area of community-based activities, Internet visibility, collaborations with public programs and publications; initiate a long-term sustainability strategy for the Native Arts Program; and expand programs with affiliated museum institutions, cultural centers, and indigenous artists to include four visiting artists, one community art symposium, and one public youth art project
- Solidify the Native Radio Program to include broadcasts of Living Voices; maximize outreach efforts through annual productions of Living Voices which demonstrate relevant, effective, and compelling oral indigenous stories for local radio station distribution and for the worldwide Internet audience; and build partnerships with other Native media organizations, including Native Voices One, Koahnic Broadcasting, American Indian Radio on Satellite (AIROS), Aboriginal Voices Radio, and Radio Bilingüe
- Evaluate and refine requirements, and appropriately revise content via new programming and migration to electronic applications in the Washington, DC and New York City Interactive Learning Centers (ILCs). Renew public computing facilities by upgrading computer hardware to ensure that 95 percent of equipment operates 95 percent of the time during opening hours
- Develop and incorporate recordings and other media materials from artists, community visitors, presenters, and Community and Constituent Services (department within NMAI) field projects, which are related to NMAI's public programs or outreach efforts, into the resource centers through interactive educational presentations; and collect program-related recordings, books, website information, and other resources for incorporation into the ILCs' delivery systems

- Develop an integrated plan to use technological tools to expand connections and services to Native communities via the Web, including the Museum's collections resources, feature stories, and community training materials and classroom support (e.g., distance-education applications)
- Develop and maintain the handling of collections and one Discovery Box, which contains objects/materials for hands-on experience with Native American culture, for one year. The items are reproductions of objects that may be found in the exhibitions and they educate visitors about the relationship the objects have with Native people
- Maintain outreach to fourth-grade students visiting the Haudenosaunee Discovery Room to learn more about the Iroquois Tribe. Collaborate with the education department to develop teachers' workshops focusing on the Haudenosaunee
- Complete profiles for two to three underserved new communities on the Indigenous Geography website, including community training, media, and educational components
- Upgrade and maintain audiovisual and multi-media equipment and software to enable media unit staff to efficiently produce professional audio, video, and graphics to support department and NMAI programs
- Conduct 2–3 week-long Virtual Museum Workshops with Native students who access culturally relevant objects in the collections to provide virtual exhibits for the communities and the ILC
- Conduct one week-long Virtual Museum Workshop in Latin America at a local museum to provide training in approaches to content development with the active participation of indigenous groups.
- Conduct two videoconferencing programs with Native communities that provide access to culturally relevant objects in the NMAI collections; record the sessions for use in other museum and community projects; and acquire feedback from participants to develop an ongoing annual videoconferencing program
- Work with local schools to conduct one semester-long student project that connects Latin American immigrant students with NMAI collections to which they have cultural connections; and acquire feedback from the project to develop an annual education program that similar local schools may join
- Solidify and expand Latin American programming efforts, and develop a consistent and targeted program for Latin American constituencies, which includes internships, visiting professional appointments, radio, visiting artists, youth public art projects, and annual workshops alternating between virtual museum and museology themes
- Provide consistent and accurate translations of NMAI Web materials in Spanish, serving both constituents in Latin America and the Spanish-speaking public in the United States

- Maintain strong relationships with the international community in and around Washington, DC to develop relevant and interesting programming and serve constituent needs throughout the Western hemisphere
- Manage and maintain all MOUs for the Museum, including monitoring of commitments and execution of deliverables
- Sponsor a tribal museums conference
- Initiate a formal community activity documentation program for all projects that uses photography, video, audio, and other media to capture the program and process in the community, and ensures that documentation and archiving standards are developed and implemented for future records and programs
- Increase the GGHC's community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations
- Collect and make accessible materials from at least 40–50 programs, including audio and video recordings, photographs, recorded interviews, and other resources per year to all relevant NMAI units and efforts. This includes archives, resource centers, websites, recordings, books, etc.
- Develop non-commercial publications — in alternate text-file formats, including Portable Document Format (PDF) and Print On Demand (POD) — to support the activities of various Museum departments (e.g., Public Programs, Cultural Resources, and Community Services) and to promote outreach to the general public by heightening awareness of Native American life and educating the public about the history and significance of Native cultures

Offer compelling, first-class exhibitions (41 FTEs and \$4,860,000)

- Continue to provide research support and assistance for developing exhibits and public programs based on NMAI's collections and intellectual resources. Support development of three exhibitions a year. Exhibits under development in FY 2009 include *Treaties*, *Collections Survey*, and *Song for the Horse Nations*. Provide websites for new exhibits
- Provide daily technical support for exhibits, interactive kiosks, and NMAI's Lelawi Theater, replace and repair outdated equipment, and ensure that the kiosks and the theater are available for public access 95 percent of the time
- Expand and develop NMAI's website to provide in-depth content about all exhibitions and events in New York City and Washington, DC. Increase the number of website visits by five percent yearly
- Install one major exhibition in the 8,500-square-foot Changing Gallery
- Install exhibits that orient visitors to the building, grounds, and the Museum experience. These exhibits will be located in the Potomac rotunda, a central gathering place for live presentations, and a visitor information center at the point of entry to the Museum

- Provide a year-round exhibition program at the GGHC for three major galleries, and the Photo Corridor Gallery, and offer daily cultural interpreter programs and major monthly programs. Projects in FY 2009 include *Collections Survey*, *Song for the Horse Nations*, 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 industries
- Collaborate with Native educational organizations, such as Oyate, the American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource 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
- Continue to produce and provide print and electronic pieces to enhance the visitor 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 responsible department
- Evaluate visitor services to ensure an effective orientation for public audiences at NMAI

Improve the stewardship of the national collections (37 FTEs and \$4,129,000)

- Provide information about NMAI's collections via a website. Review and update records for public access. Digitize objects needing higher quality digital images than those taken during the move of collections. Augment digitization, cataloguing, and electronic access to NMAI's collections resources. Provide public access to approximately 30,000 collections items by September 2009
- Continue to implement a pesticide research project to assess pesticide use in NMAI's ethnographic collections, in coordination with the Smithsonian's Museum Conservation Institute, leading to an enhanced understanding and actual use by Native communities to mediate the impact of contaminating materials
- Provide consultation and assistance to domestic and international indigenous communities for the research, repatriation, and management of specific kinds of culturally sensitive collections, including six consultations, four traditional care visits, and two to three repatriations
- Provide system development and customization to meet staff needs, specifically in the areas of repatriation and events, as well as support for data enhancement; and provide technical support for the integration of the digital asset management systems with the collections

information system (CIS) to augment digitization, cataloguing, and public access to NMAI's photo, audio, film, and video archival collections to represent living and vibrant indigenous cultures throughout the Western hemisphere

- Augment virtual access to NMAI collections by including contextual information gained during NMAI programs with Native communities, and ensure the representation of Native voices within NMAI's foundation systems to serve the ends of cultural preservation and continuity in Native America
- Develop procedures to include digital narratives provided by visiting researchers and Native experts to augment collections records

Strengthened Research

Ensure the advancement of knowledge in the humanities (20 FTEs and \$2,809,000)

- Strengthen integration of research units with content development of exhibitions and scholarly programs of the Museum to enhance participation in and inclusion of Native cultural and scientific knowledge
- Develop the intellectual component of the collections by conducting collections-based studies which include Native viewpoints and meanings in their own terms to enhance existing electronic content, and increase the potential of the collections for future scientific inquiry and public use
- Plan for an NMAI collaborative, Web-based toolset to add knowledge and context to both individual collections records as well as related groups of collections objects
- Undertake research for publications and media products to generate educational resource materials in connection with the Museum's public programs
- Continue ongoing research to add historic, geographic, and statistical content to all exhibitions and educational programs and resources

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (14 FTEs and \$1,986,000)

- Provide maintenance and visitor support services for a seven-day-a-week operation open to the public at GGHC in New York City
- Provide ongoing oversight and management of all NMAI facilities, including maintenance, security, and visitor support, in coordination with appropriate Smithsonian Institution offices and the General Services Administration

- Increase staff awareness of and involvement in safety, and improve the Museum's ratings on the annual management evaluation and technical review of NMAI facilities

Modernize the Institution's information technology (IT) systems and infrastructure (25 FTEs and \$3,626,000)

- Ensure that NMAI personnel can rely on IT systems in three different locations (New York, Maryland, and Washington, DC) to undertake daily work activities. NMAI technical staff work locally to provide secure, reliable, and efficient systems, meeting federal standards, with less than one percent downtime
- Maintain three computer rooms, internal networks, servers, and Museum-based applications, including collections and digital asset management, research, conservation, archives, electronic signage, welcome desks, group reservations, public programs, interactive exhibits, webcasting, distance education, registries of cultural interpreters, community services events, as well as secure significant digital resources. Information and technology specialists work closely with NMAI staff to analyze processes and determine where economies of scale, integration across functions, and other efficiencies can be achieved
- Maintain NMAI project and program management systems to effectively manage and coordinate programs across organizational lines, manage capacity, and ensure availability of staff, space, and fund-based resources
- Work with the Office of the Chief Information Officer's (OCIO) initiative to implement a secure wireless network
- Upgrade and maintain a wide variety of foundation systems such as CIS, the digital asset management system, the Events Management System, and NMAI's intranet and public applications; replace outdated systems and equipment; and enhance system storage and security

Strengthen an institutional culture that is customer centered and results oriented (34 FTEs and \$3,180,000)

- Align, integrate, and manage NMAI's physical, financial, human, management, and technological resources and systems to ensure effectiveness and measurable productivity in all aspects of the Museum's operations
- Provide effective and responsible fiscal management of NMAI's resources to meet all of the changing needs, obligations, and priorities of NMAI and the Smithsonian
- Develop and maintain training plans for all staff members; complete annual staff appraisal and performance plans with 100 percent participation; complete annual security training for all staff with 100 percent participation; and provide staff with the results of a biennial NMAI employee survey
- Evaluate programs to refine processes, better meet constituent needs, and guide future planning

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$388,000)

- Foster and sustain a productive work environment that supports the recruitment, retention, and recognition of NMAI's staff
- Foster and sustain a productive and supportive work environment for NMAI that values initiative, creativity, and teamwork, and that reflects an awareness of and sensitivity to Native culture, values, and protocols
- Manage an active, supportive, and responsive human resources operation within NMAI, including recruitment, training, implementation of disciplinary actions, time and attendance tracking, and maintenance of performance plans and appraisals
- Provide special training opportunities for NMAI staff to gain and expand knowledge and proficiency in key areas related to their individual work and career goals, in a manner consistent with NMAI needs and priorities
- Foster and implement human resources policies and procedures to recruit and retain a diverse workforce
- Provide training and orientation to staff to ensure their knowledge level is sufficient to support programmatic efforts

Modernize the Institution's financial management and accounting operations (7 FTEs and \$751,000)

- Manage all NMAI-related budgeting activities on an integrated basis, including support and technical assistance to NMAI staff and provision of information to the Smithsonian Institution, Office of Management and Budget, and Congress, for the operation of the Mall Museum
- Provide effective and responsive fiscal management to meet the changing needs, obligations, and priorities of NMAI and the Institution, including the implementation of the new SI inventory program

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$415,000)

- Continue to maintain high visibility in the press to ensure positive NMAI reviews in the local, national, international, and Indian Country media by encouraging editorials and coverage of exhibits, programs, and initiatives
- Focus on programming for Native populations in the Western hemisphere
- Manage ongoing and proactive outreach programs, including public relations and media programs to enhance the Museum's visibility nationally, internationally, and among Native peoples
- Continue to respond in a professional and timely manner to inquiries from the press

Modernize and streamline the Institution's acquisitions management operations (3 FTEs and \$266,000)

- Manage all NMAI procurement and travel on an integrated basis, including technical procurement assistance and processing of all procurement and travel documentation
- Foster diversity in the procurement process

NONAPPROPRIATED RESOURCES — General trust funds support salary and benefit costs for the museum director. Donor/sponsor-designated funds support salaries and benefits for development staff; publications and special events for exhibition openings; costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member- and donor-related special events; 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 2007 ACTUAL	17	1,700	1	264	17	1,275	0	0
FY 2008 ESTIMATE	19	1,739	1	342	25	1,771	0	0
FY 2009 ESTIMATE	19	1,793	1	342	25	1,418	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	19	0	11	0	-8
Provide reference services and information	6	397	4	241	-2	-156
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	81	2	59	0	-22
<i>Collections</i>						
Improve the stewardship of the national collections	7	826	10	1,163	3	337
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	0	14	0	14	0	0
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	1	159	3	305	2	146
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	107	0	0	-1	-107
Modernize the Institution's financial management and accounting operations	2	136	0	0	-2	-136
Total	19	1,739	19	1,793	0	54

BACKGROUND AND CONTEXT

The Smithsonian's Archives of American Art (AAA) enlivens the extraordinary human stories behind America's most significant art and artists. With more than 16 million items, it is the world's largest and most widely used resource dedicated to collecting and preserving papers and primary records of the visual arts in America. Constantly growing in range and depth, ever increasing in accessibility to its many audiences, it is a vibrant, unparalleled and essential resource for the appreciation, enjoyment and understanding of art in America.

To achieve the Institution's goal of Increased Public Engagement, the AAA continues with its ambitious six-year program, begun in 2005, to digitize a significant portion of its more than 50-year accumulation of resources. At its completion, the project will greatly increase public access to the collections. AAA's website will continue to be developed to improve delivery of unprecedented numbers of new digital files, descriptive information, engaging content, online exhibitions, subject-focused guides, and reference services. AAA's Lawrence A. Fleischman Gallery in the Donald W. Reynolds Center reaches new audiences as never before. The results of the Preservation and Assessment Survey conducted between FY 2004–2008 will be used to prioritize collection processing and preservation activities to achieve the Institution's goal of Improved Stewardship of the collections. The goal of Enhanced Management Excellence will be met by assessing and enhancing staff development and increasing oversight of internal controls.

The FY 2009 budget estimate includes an increase of \$54,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, the AAA is directing its resources to optimize its presence in the Donald W. Reynolds Center by mounting compelling exhibitions in its Lawrence A. Fleischman Gallery and offering a series of related gallery talks. Among the planned exhibits are *Six Degrees of Separation*, November 1, 2008 to February 28, 2009; *Money Matters*, February 7 to May 30, 2009; and an exhibition guest-curated by an artist, June 7 to September 27, 2009. In FY 2009, the Archives will promote Smithsonian Arts collaborations by borrowing works of art from the Smithsonian art museums.

Development of the Archives' informational kiosk located within the Fleischman Gallery, as well as related website content, will optimize the

visitors' experiences of the exhibitions and reveal the inter-relationships among AAA's resources and the collections of the Smithsonian's art and other museums.

In addition, to reach new audiences, the AAA will continue to collaborate with the Smithsonian American Art Museum (SAAM) and the National Portrait Gallery (NPG) on educational projects such as "Posters-to-Go". In FY 2008 this project will produce and distribute 500 poster portfolios to middle and high school classes that address themes about U.S. history. AAA will also co-sponsor symposia with Smithsonian Arts and outside organizations to raise its national profile. Through these public programs, online versions of its exhibitions, and lending documents to exhibitions in museums and other institutions worldwide, the AAA will continue to widen its audience and provide a greater understanding of the history of visual arts in the United States.

In FY 2009, approximately 50 collections representing 500 linear feet of papers of painters, sculptors, critics, and collectors will be processed, resulting in new, fully searchable finding aids added to the AAA's website. Of these, 25 collections will be digitized using state-of-the-art equipment, and in combination with digitization for reference, exhibitions, loans, and special projects, nearly 325,000 digital files will be produced. The increase in digitization will result from AAA's six-year digitization project funded by the Terra Foundation for American Art. In addition, the Terra Foundation will also enable AAA to build on its existing Web-based Guides system for providing new access routes to AAA's collections by expanding thematic, topical, chronological, and geographical pathways to collections; increasing collaboration with Smithsonian Arts; and increasing direct engagement with the public through innovative Web technologies such as social tagging and podcasting.

The AAA website will be the locus for public engagement through the timely release of information and increasingly interactive access to AAA's online reference services section. AAA will continue to increase visits to its website by adding finding aids to processed collections, thousands of images of digitized collections and microfilm, and oral history interviews with American art dealers (funded by the Widgeon Point Charitable Foundation and the Art Dealers Association of America).

The AAA's resources will continue to support work related to the systematic survey of collections begun in FY 2004, which is designed to identify preservation needs, determine the degree of potential research value, and target audiences and other factors needed to formulate processing priorities that will increase the number of finding aids for collections accessible via the website. The AAA will improve stewardship by continuing

development of its internal digitization and Collection Information Systems Database, thereby ensuring proper collections documentation and supporting increasingly complex workflow. These efforts will enable AAA to encompass the life cycle of a collection and oral history from pre-acquisition to storage and access. AAA's investment in the digitization of its collections will be preserved by reviewing requirements and implementing a standards-based digital assets storage and preservation system.

To achieve the Institution's goal of Strengthened Research, the Archives will convene a national advisory committee to support its ongoing efforts to acquire high-priority collections.

The goal of Enhanced Management Excellence will be addressed by continuing to implement the goals of the Smithsonian, thereby ensuring its workforce is efficient and skilled, and by adopting best practices to safeguard Smithsonian resources.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (\$11,000)

- Continue to expand AAA's audiences through a national touring exhibition in collaboration with Smithsonian Institution Traveling Exhibition Service (SITES)
- Develop co-sponsored symposia with Smithsonian art organizations and outside institutions
- Continue to develop gallery talks that focus on current exhibitions in the Lawrence A. Fleischman Gallery at the Donald W. Reynolds Center to raise public awareness and visibility of the Archives

Provide reference services and information to the public (4 FTEs and \$241,000)

- Collaborate with Smithsonian Institution Libraries and Smithsonian art organizations to develop resource guides to art-related research materials that will enhance access to collections
- Expand public access to AAA's vast collection by increasing website and in-person visits through continuation of the Terra Foundation for American Art's six-year program to digitize collections, which will add 325,000 new digital files representing both fully digitized collections and individual items from collections through a *Collections Online* interface
- Increase by 30–50 the number of online finding aids
- Increase by 20–30 the number of oral history interviews accessible online

- Enhance the website with improved website technologies and tools to attract more visitors and promote and enhance their level of engagement with the Archives' programs

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$59,000)

- Produce three original exhibitions for the Lawrence A. Fleischman Gallery at the Reynolds Center (one will complement exhibitions at either SAAM or NPG)
- Produce three original exhibitions for the AAA's New York Research Center
- Continue AAA's survey of public responses to its exhibitions in the Lawrence A. Fleischman Gallery to assess and improve exhibition design
- Integrate the Web-based informational kiosk and related technologies into exhibition design in the Lawrence A. Fleischman Gallery

Improve the stewardship of the national collections for present and future generations (10 FTEs and \$1,163,000)

- Continue to address critical processing and preservation activities identified in AAA's systematic survey of collections
- Enhance the digitization and Collection Information Systems Database and its staff interface to ensure proper collections documentation, and to support increasingly complex workflow that encompasses acquisition, physical and legal control, processing, preservation, digitization, and Web access
- Protect AAA's investment in digitization by advancing its implementation of a standards-based digital assets storage and preservation system

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (\$14,000)

- Conduct original research resulting in at least one monograph, article, or Web publication based on AAA resources
- Work effectively with a national advisory committee to collect high-priority papers and produce at least 25 new oral history interviews of enduring historical value

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (3 FTEs and \$305,000)

- Continue to assess and enhance the skills of employees so that staff provide more efficient and effective levels of services both internally and externally
- Review current administrative policies and procedures to improve effective programmatic and financial management of all resources

NONAPPROPRIATED RESOURCES — General trust funds support AAA's development office, including salaries and benefits. Donor/sponsor-designated funds provide support for costs related to specific programs and projects, including exhibitions, internships, collections processing, publication of the Archives of American Art *Journal*, and the digitization program funded by the Terra Foundation for American Art.

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 2007 ACTUAL	48	5,679	0	0	57	10,543	0	0
FY 2008 ESTIMATE	57	5,787	0	434	65	12,480	0	0
FY 2009 ESTIMATE	57	5,937	0	434	65	12,480	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	812	8	834	0	22
Provide reference services and information to the public	8	812	8	833	0	21
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,523	15	1,562	0	39
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,421	14	1,458	0	37
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	406	4	417	0	11
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	305	3	312	0	7
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	5	508	5	521	0	13
Total	57	5,787	57	5,937	0	150

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia and are widely regarded as one of the world's most important centers for collections 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' collection.

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 throughout the nation and worldwide. 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 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. Scholarly research on the collections, as well as broader research on Asian art and culture, will be further enhanced by maintaining a dedicated position to oversee scholarly programs and publications.

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 2009, the budget estimate includes an increase of \$150,000 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 pre-eminence in the field of Asian art.

For FY 2009, FSG will present three major loan exhibitions and continue its contemporary art programming, as well as reinvigorate and re-emphasize its thematic exhibitions drawn from FSG's permanent collections.

The year will begin with *Falnama: The Book of Omens*, a major exhibition that focuses on a series of very unusual 16th and 17th century royal manuscripts from Turkey and Iran, which have not been studied despite their importance. The *Falnama* is the earliest book of its kind and features spectacular painted illustrations. The manuscripts will be complemented by textiles, ceramics, and metalwork, and will offer new insight into the rich artistic exchange between the Ottoman and Safavid empires at the height of their political rivalry.

In the summer of 2009, FSG will present a major exhibition of Tang dynasty treasures that were discovered in a shipwreck off the coast of Indonesia in 1998. Containing more than 53,000 items, the find was unlike any other recent discovery because of the number and type of items found. Among the ceramics, a cache of exquisite gold and silver items stand out and will interest scholars of Chinese art as well as capture the imagination of the general public. FY 2009 will close with a major exhibition of modern and contemporary Japanese prints. The exhibition will showcase works from the permanent collection, along with selected works from an important private collection, resulting in a comprehensive survey of modern Japanese printmaking. Traveling exhibitions will also play a major role in FY 2009 when FSG circulates two major loan exhibitions, *Garden and Cosmos: The Royal Paintings of Jodhpur* and *Falnama: The Book of Omens*, to national and international venues.

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 areas of expertise are lacking. This *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, which will strengthen ties with other cultural institutions throughout the nation and with local audiences.

To provide greater access to high-quality educational resources, FSG will be looking more carefully at state, county, and municipal learning mandates to ensure that FSG's programs support curricula. In addition, FSG will devote more effort to developing long-lasting teaching materials based on the FSG's world-renowned collections, and placing more 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 plans to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. Additionally, the FSG will work toward effectively using grants for students to work on collections

management records, providing for timelier and greater public access to the entire collection. FSG will implement recommendations from the current space allocation studies, thereby promoting efficient use of storage space and access to the collection by scholars and the public. Plans have been prepared to increase storage in the library, which is much used by the public, scholars, and staff, and which will enable FSG to avoid off-site storage for a major part of the collection.

Improvements in visitor services are expected during FY 2009, primarily as a result of visitor 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 studying several of the Sackler galleries to determine whether they can accommodate a future orientation center.

To achieve the goal of Strengthened Research, FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation 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 2009, curators and researchers will continue to study and publish new research on the collections, including the recent gift of Japanese prints from the Robert O. Muller collection, ancient Chinese art donated by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the recently acquired collection of Japanese books. In addition, work on the five volumes of the Freer's collection of Song and Yuan paintings will continue.

The addition in 2006 of a dedicated staff person to oversee and coordinate scholarly research and publications has enabled FSG to continue to foster closer links with university partners, such as the University of Michigan, oversee the fellowship program, organize scholarly conferences, and supervise the publication of the *Ars Orientalis* journal and a newly revived scholarly monograph series. Research Fellows will work on projects of special interest, as well as conduct research on FSG's permanent collection. In addition, FSG plans to present at least one symposium for serious art collectors, where curators will comment on collectors' objects, an investment that FSG hopes will open doors for future donations to enhance the collections. To safeguard the conservation department's reputation as one of the world's finest scientific research and conservation centers in

Asian art, FSG also will begin a program to modernize its equipment inventory through upgrades, enhancements, or replacement of outdated equipment.

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. This will enable FSG to improve accountability 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 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$834,000)

- Increase the number of attendees at family programs by 10 percent from FY 2008
- Use the FY 2008 visitor survey results to implement at least two recommended improvements to self-guided tours of the permanent collection
- Use the FY 2008 visitor survey results to implement at least two recommended improvements in visitor services

Provide reference services and information to the public (8 FTEs and \$833,000)

- Develop one new curriculum based on state-mandated guidelines and distribute the curriculum to schools by the end of FY 2009
- Increase by five percent the number of website visitors from FY 2008
- Increase by 10 percent the number of FSG object images available for viewing on the website from FY 2008

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,562,000)

- Mount three major exhibitions to increase visitation from the FY 2008 attendance level
- Rotate works in accordance with conservation guidelines, emphasizing recent additions to the permanent collections
- Provide family-friendly educational programming for each major exhibition
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2009
- Publish exhibition-related materials as a resource for scholars, educators, and the general public

Improve the stewardship of the national collections for present and future generations (14 FTEs and \$1,458,000)

- Initiate at least one new fellowship or scholarly award in FY 2009
- Raise the profile of the conservation department through a five percent increase in publications from FY 2008
- Complete conservation on at least 100 collection objects

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$417,000)

- Study and publish new research on recent collections, including Dr. Singer's gift of ancient Chinese art; the extensive collection of ancient Chinese jades; the Freer collection of Song and Yuan paintings; and the Muller collection of Japanese prints
- Organize one symposium for serious art collectors

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (3 FTEs and \$312,000)

- Modernize and standardize all IT desktop and peripheral platforms to single-faceted footprints
- Initiate desktop and peripheral support for all Macintosh Apple workstations
- Finalize installation of the latest software for The Museum System (TMS), FSG's collections information system

Modernize the Institution's financial management and accounting operations (5 FTEs and \$521,000)

- Use the new and enhanced Enterprise Resource Planning system modules to enhance management reports for senior staff and members of the Board of the Freer and Sackler Galleries

NONAPPROPRIATED RESOURCES — General trust and donor/sponsor-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 2007 ACTUAL	32	3,133	27	3,278	15	5,098	0	34
FY 2008 ESTIMATE	39	3,336	32	4,351	21	5,711	0	20
FY 2009 ESTIMATE	39	3,957	32	4,351	21	5,110	0	20

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	258	3	239	0	-19
Provide reference services and information	1	100	1	115	0	15
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	389	4	283	0	-106
<i>Collections</i>						
Improve the stewardship of the national collections	9	918	9	1,576	0	658
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in humanities	3	224	4	312	1	88
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	11	790	10	714	-1	-76
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	205	2	247	0	42
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	98	1	101	0	3
Modernize the Institution's financial management and accounting operations	4	288	4	293	0	5
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	66	1	77	0	11
Total	39	3,336	39	3,957	0	621

BACKGROUND AND CONTEXT

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 24 centuries of design, from China's Han Dynasty (200 B.C.) to the present. 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 educational and public programs, as well as expand the number of programs offered in venues outside the New York metropolitan area in 2009. Together, these programs will help CHNDM engage larger, more diverse audiences, and fulfill its mission to serve as a catalyst for design education, both nationally and internationally. To achieve the goal of Enhanced Management Excellence, the Museum will devote resources to foster greater understanding of the role of design in everyday life and its impact on shaping the built environment of past and future centuries; and to encourage the "by-products" of design thinking — such as creative problem solving and team working — in other disciplines and areas of life, through an interactive, engaging online experience.

For FY 2009, the budget estimate includes an increase of \$621,000. Included is an increase of \$82,000 for necessary pay for existing staff funded under this line item, and \$539,000 for rent for leased collections storage space, which is justified in the Mandatory Costs section of the budget.

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 prove unique in its balancing of historic and contemporary design shows. Each of the upcoming exhibitions in FY 2009 will feature significant objects and original theses, and will have a strong appeal to a diverse audience of visitors. The major exhibitions will be *China Constructs*, *Felt*, and *Deutsche Werkbund*. Smaller surveys of design will include the *Shazia Sikander* and *Quicktakes* exhibitions. In conjunction with these exhibitions and design surveys, the Museum will offer a series of public programs, such as workshops, studio visits, international conferences, and study tours, to engage and inspire the general public as well as professional, youth, and education-oriented audiences. The Museum will also continue to respond to requests for exhibition loans.

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 2009, including Stanford, California; Winterthur, Delaware; and Boston, Massachusetts. 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 will celebrate its fifteenth anniversary in 2009, 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 continuing effort to lend major works to other venues in the United States and abroad.

Resources will continue to support exhibition-related scholarly research 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 2009. Catalogues also may be published for the *China Constructs*, *Felt*, and *Deutsche Werkbund* exhibitions, depending on whether private publication funding can be secured.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2009 through greater use of technology. In particular, the Museum plans to devote resources to increasing the accessibility of its educational 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 improve the stewardship of the national design collection, the Museum will catalogue and put images of an additional 3,000 objects in the electronic collections information system and on the Web by the end of FY 2009. In addition, the Museum will continue to support an on-site graduate program on the history of decorative arts, which will enable students and scholars to access objects in CHNDM's collections. In FY 2009, a process will be implemented to ensure that objects will receive required conservation prior to being moved into renovated, climate-controlled storage, as well as when objects require constant attention to maintain their stability. The Museum will also complete moving a majority of its stored collections off site to make room for the privately funded renovation of the mansion that is scheduled to begin in FY 2009 and continue

through the beginning of FY 2011. This major renovation will significantly increase exhibition space.

To achieve the goal of Enhanced Management Excellence, the Museum expects to conduct a review of on-site and off-site storage, redesign CHNDM's website to create a world-class online resource for design education, and streamline financial systems to improve the efficiency of the procurement process. In addition, the Museum will continue to publicize its offerings online, as well as in the *Cooper-Hewitt National Design Journal* and in the Museum's spring and fall program brochures.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$239,000)

- Offer 60 public programs, including international conferences, hands-on workshops, studio visits, and presentations in conjunction with major exhibitions and smaller design surveys
- Create educational content that will be available nationwide through the Online National Design Museum
- Develop online communities to further the integration of design into the K-12 curriculum

Provide reference services and information to the public (1 FTE and \$115,000)

- Develop public relations campaigns for exhibitions, public programs, and other CHNDM activities to increase awareness of the Museum and attract additional visitors
- Attract 2.5 to 3 million website visitors

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (4 FTEs and \$283,000)

- Mount three exhibitions on historic and contemporary design while undergoing a major privately funded renovation
- Send two exhibitions to six museums in other states
- Attract 210,000 visitors to the Museum's exhibitions

Improve the stewardship of the national collections for present and future generations (9 FTEs and \$1,576,000)

- Catalogue 3,000 objects in the electronic collections information system and make images of these objects available on the Museum's website
- Implement a new process to ensure that objects receive required conservation prior to being moved into renovated, climate-controlled storage
- Move and maintain collections off site to accommodate the mansion's renovation

Strengthened Research

Ensure the advancement of knowledge in the humanities (4 FTEs and \$312,000)

- Publish two exhibition catalogues based on research of the collections
- Produce one catalogue for a smaller exhibition based on research of the collections

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (10 FTEs and \$714,000)

- Conduct reviews of on-site and off-site storage
- Provide maintenance of the facility and upkeep of the grounds while making continued progress in improving the level of cleanliness

Modernize the Institution's information technology (IT) systems and infrastructure (2 FTEs and \$247,000)

- Redesign the Museum's website to create a world-class online resource for design education
- Implement a user account system for shopping, membership, program registration, special events, ticket sales, National Design Awards nominations, internships, and Summer Design Institute applications

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$101,000)

- Monitor Museum staffing and organization to ensure efficiency
- Work closely with central Smithsonian offices to implement new management systems and processes

Modernize the Institution's financial management and accounting systems (4 FTEs and \$293,000)

- Develop management reports for Board members, the director, and senior management of Cooper-Hewitt
- Develop and present interim and year-end financial information to the Board and senior management within eight weeks of fiscal-year closure
- Manage Museum renovation budget

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$77,000)

- Produce the *Cooper-Hewitt National Design Journal* and the Museum's spring and fall program brochures that publicize the offerings of the Museum

FY 2009 REQUEST — EXPLANATION OF CHANGE

For FY 2009, the budget estimate includes an increase of \$621,000. This amount includes \$82,000 for necessary pay for existing staff funded under this line item, and \$539,000 for rent for leased collections storage space, both of which are further justified in the Mandatory Costs section of the budget.

- (\$539,000) This increase provides the balance of funds needed to cover the annual costs of leased space to relocate CHNDM's collections, as well as library and conservation laboratories. In FY 2008, CHNDM will undergo a privately funded \$42 million renovation to increase exhibition space. Master plans include an off-site facility that will provide space for collections and library storage, and a conservation laboratory. The FY 2008 appropriation includes \$240,000 for one-half of the annual lease costs for an estimated 15,000 square feet of storage space. CHNDM space requirements subsequently increased to 21,000 square feet and space is being identified in the New York/New Jersey area. The requested \$539,000 will provide the remaining balance of estimated annual lease costs (\$779,000), thus enabling CHNDM to expand exhibition space and library reading rooms at the Museum.

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/sponsor-designated funds support 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 2007 ACTUAL	44	4,267	2	813	10	7,799	0	0
FY 2008 ESTIMATE	47	4,193	2	970	13	6,669	0	0
FY 2009 ESTIMATE	47	4,294	2	970	13	6,364	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	6	573	6	595	0	22
Provide reference services and information to the public	4	324	4	335	0	11
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	17	1,367	17	1,391	0	24
<i>Collections</i>						
Improve the stewardship of the national collections	7	754	7	776	0	22
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	2	272	2	294	0	22
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	5	405	5	405	0	0
Modernize the Institution's financial management and accounting operations	1	87	1	87	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	324	4	324	0	0
Modernize and streamline the Institution's acquisitions management operations	1	87	1	87	0	0
Total	47	4,193	47	4,294	0	101

BACKGROUND AND CONTEXT

The Hirshhorn Museum and Sculpture Garden (HMSG) is a leading voice for contemporary art and culture, and provides a national platform for the art and artists of our time. The Museum seeks to share the transformative power of modern and contemporary art with audiences at all levels of awareness and understanding by creating meaningful, personal experiences in which art, artists, audiences, and ideas converge. HMSG enhances public understanding and appreciation of contemporary art through acquisition, exhibitions, education and public programs, conservation, and research.

HMSG dedicates a significant portion of its resources to the Institution's goal of Increased Public Engagement, specifically by producing a compelling array of exhibitions and public programs based on its collections and loaned works of international modern and contemporary artists. HMSG resources also support national and local outreach initiatives through community development projects, website development, catalogues and brochures, outgoing loans, collaborations with other museums, and traveling exhibitions. Associated with these activities is a continued emphasis on the refinement, care, and management of the national collections.

To further the goal of Strengthened Research, the Museum will continue to emphasize the development of educational materials, public programs, collections — particularly in the area of conservation of works in new media — and exhibitions based on scholarly research.

The Museum will continue key initiatives and expand activities to pursue the goal of Enhanced Management Excellence. The Museum will sustain projects to deliver unique cultural experiences for diverse audiences, and carry on work to improve visitor amenities and way-finding. HMSG will streamline financial reporting and procurement processes to improve oversight and control. In addition, the Museum will expand the range of its media outreach to promote broader international awareness of HMSG as a premier contemporary art and culture center.

For FY 2009, the budget estimate reflects an increase of \$101,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To engage and inspire diverse audiences, HMSG will sustain its program offerings that enable educators, families, and young people to understand and explore the permanent collection in unexpected ways, and to supplement personal arts studies. The Museum will offer an enhanced open-house event to

educators that, along with the regular teacher workshops throughout the year, will help teachers incorporate contemporary art themes from HMSG exhibitions into their curricula. Family workshops geared to a younger audience and led by practicing artists will offer hands-on components and enable children of diverse backgrounds and ages to experience the visual arts. In addition, HMSG will upgrade the quality of information resources reaching the public. The quarterly magazine, which already includes educational information about exhibitions, art works, and programs, will be redesigned to better lead readers to additional learning opportunities on the public website. The website itself will be enhanced with the latest media-viewing capabilities to let users customize their own personal educational experiences. The visitor will become a contributing participant in the development of programs through the incorporation of regular on-site and Web survey results.

To help visitors focus on their personal experiences with art, HMSG will continue to install better signage to assist the public's exploration of the galleries. The Museum will present "Meet the Artist" programs that will provide the public with the opportunity to hear working contemporary artists speak about their ideas and approaches. HMSG will also offer "After Hours" programs that will make the Museum's exhibitions and related educational programs available to a broader audience through extended evening hours. In addition, the public's viewing of exhibitions will be augmented by gallery talks and tours, and by films that examine exhibition themes or contemporary art issues.

HMSG will continue to present exhibitions introducing new artists and insightful considerations of major figures in modern and contemporary art. In FY 2009, the Museum will present an exhibition of landmark art works acquired from the renowned Panza Collection. The exhibition schedule will also feature the first retrospective of American artist Anne Truitt since her death in 2004, and the wide-ranging works of major avant-garde artist Louise Bourgeois. HMSG will continue its *Directions* exhibition series that showcases emerging artists creating original works for display at the Museum. The series will feature Jennifer Allora and Guillermo Calzadilla. The curatorial staff will also rotate displays of the expanding permanent collection, and all exhibitions will be complemented by numerous public tours led by docents, curators, and artists.

In FY 2009, HMSG will focus on upgrading storage conditions and enhancing its restoration efforts to advance the goal of improving stewardship of the national collections. In late FY 2009, the Museum will begin moving 60 percent of its collection to a secure storage location at the Museum Support Center in Suitland, Maryland, a huge undertaking that HMSG will plan and initiate with central Smithsonian resources. For the 40 percent of the collection that will remain on site, HMSG will start a space redesign that will feature an upgraded storage area and conservation studio. In addition, the Museum will

begin the physical rearrangement of the sculpture garden while gradually completing a thorough restoration of one or more of the outside sculptures. The Museum will increase public access to its permanent collections by adding new images and expanded records to the collections database and making such information searchable and viewable on its public website.

To achieve the goal of Strengthened Research, HMSG will publish a signature work for scholars, curators, and conservators on the materials and methods of artist Willem de Kooning. The Museum will further increase its scope as a national center for works in new media by developing a core competency in the conservation of these works, and by sharing this knowledge through papers or presentations in national and international forums.

To meet the goal of Enhanced Management Excellence, HMSG will further improve the individual's personal experience at the Museum by redesigning visitor amenities on the lower level, making visitor flow around the Museum more direct, and re-orienting the main visitor entrance to the Mall side of the Museum. A cross-functional effort to improve gallery interpretation will yield better interpretive aids and gallery labels. Ongoing staff development will continue to reinforce an outcomes-based culture that always puts the visitor first.

HMSG will also continue to streamline financial management and procurement, thereby enabling HMSG to concentrate on presenting world-class exhibitions and programs while increasing administrative oversight. Modernizing managerial budget reports will enable the Museum's leaders to allocate funds and resources with greater precision and efficiency.

The Museum will build greater awareness of its role as a nexus of modern and contemporary art and culture by establishing a regular slate of press events to provide information on upcoming exhibitions and programs. Moreover, HMSG will develop a plan to extend its media network into the international travel media, which will raise the awareness of the Museum's contemporary art program in the nation's capital.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (6 FTEs and \$595,000)

- Offer 30 family and teacher workshops throughout the year, related to a current exhibition or the permanent collection
- Expand the teachers' open-house event by supplementing the on-site event and staff interpretative tours with educational materials made available on HMSG's website

- Conduct ongoing visitor surveys, through the Web as well as on site, to incorporate public responses into the planning of exhibitions and programming
- Complete the redesign and re-launch distribution of HMSG's quarterly magazine
- Continue timely upgrades to HMSG's website, taking advantage of the latest distribution technologies and visitor feedback

Provide reference services and information to the public (4 FTEs and \$335,000)

- Offer 12 programs, including the annual James Demetrian Lecture and the "Meet the Artist" series, which focus on working contemporary artists
- Offer four *After Hours* programs
- Schedule 15 films annually that are directly related to an exhibition theme or address current conversations in contemporary art

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (17 FTEs and \$1,391,000)

- Develop and mount five exhibitions, including major retrospectives, thematic shows, and small focused exhibitions
- Develop one exhibition in collaboration with another art museum
- Offer two *Ways of Seeing* installations that present selections from the permanent collection in new contexts
- Conceptualize and install an exhibition of the permanent collection and complement it with regularly scheduled public tours

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$776,000)

- Begin reconfiguring the entire sculpture garden according to the approved plan
- Continue annual progress of restoring at least one major outdoor sculpture
- Add 700 new images to HMSG's collections database
- Develop a plan to transport 60 percent of the collection to the newly constructed collections storage facility off site
- Begin efforts to redesign on-site spaces for the approximately 40 percent of the permanent collection remaining at HMSG

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (2 FTEs and \$294,000)

- Deliver at least six original research presentations or reports on emerging conservation techniques at national and international professional meetings or in publications
- Publish a book for scholars, curators, and conservators on the materials and methods of artist Willem de Kooning

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (5 FTEs and \$405,000)

- Continue redesign and improvements to visitor amenities on lower level
- Improve visitor flow into HMSG and around the first floor
- Pursue the re-orientation of the main visitor entrance to the Mall side of the building
- Improve gallery interpretation by rewriting and redesigning gallery labels and developing other interpretative aids for installations in the lower level and lobby
- Continue ongoing leadership development by training the remaining 50 percent of staff and conduct at least one Museum-wide workshop per year

Modernize the Institution's financial management and accounting processes (1 FTE and \$87,000)

- Integrate funds control tools with monthly budget reporting and review process

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$324,000)

- Host three annual press events to share information on upcoming exhibitions and programs with members of the news media
- Promote HMSG as a leading voice for contemporary arts and culture by developing a long-term program to inform and attract the international travel media

Modernize and streamline the Institution's acquisitions management operations (1 FTE and \$87,000)

- Centralize most procurement tasks under a single staff position
- Implement a procurement in-briefing with handbook for all new hires, and deliver semi-annual refresher classes tailored to each department's procurement activities

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of administrative and development personnel, as well as some programs and public relations staff, development activities, and exhibition and program-related costs. Donor/sponsor-designated funds support 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 2007 ACTUAL	29	4,086	1	505	2	338	0	0
FY 2008 ESTIMATE	37	4,333	2	457	1	726	0	0
FY 2009 ESTIMATE	37	4,415	2	457	1	436	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	7	878	5	659	-2	-219
Provide reference services and information to the public	2	226	5	443	3	217
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	17	1,824	12	1,691	-5	-133
<i>Collections</i>						
Improve the stewardship of the national collections	4	473	5	578	1	105
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	128	1	125	0	-3
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	458	6	637	3	179
Modernize the Institution's financial management and accounting operations	2	243	2	183	0	-60
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	103	1	99	0	-4
Total	37	4,333	37	4,415	0	82

BACKGROUND AND CONTEXT

The National Museum of African Art (NMAfA) collects and exhibits ancient to contemporary art from the continent of Africa. NMAfA fulfills its mission by fostering the discovery and appreciation of the visual art of Africa. The Museum develops and schedules exhibitions, publications, and public educational programs, as well as providing stewardship of the art collection and photography archives. Through the visual arts, the Museum seeks to stimulate an interest in the history of Africa and an understanding of its diverse cultures.

To achieve the goal of Increased Public Engagement, NMAfA engages and inspires diverse audiences by developing educational resources geared to educators and children, as well as by providing lectures and gallery tours on the collections and specific exhibitions to audiences of different ages and learning levels. NMAfA facilitates research about African art by scholars, and provides reference services to academics and the public through exhibition texts and digital access to its collections on the World Wide Web. NMAfA also focuses resources on the presentation of exhibitions of ancient, traditional, modern, and contemporary art, using its permanent collections and borrowed works from other public and private collections. The Museum also schedules exhibitions organized by other museums and art galleries.

NMAfA will achieve its goal of Enhanced Management Excellence by focusing on improving information technology (IT) operations, and by emphasizing professional and quality engagement with the public. Staff performance and programs will be measured through a variety of performance-based measurement tools such as visitor surveys. In addition, the Museum will continue to improve media relations, and develop effective financial reports that facilitate management by Museum senior staff and the director.

For FY 2009, the budget 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 consistently high-quality programs and an increase in visitors and audiences. NMAfA will deploy a variety of strategies, including printed school-based curriculum resources for area school teachers; training for Museum docents; educational websites; educational community outreach programs for children and adults in the

metropolitan Washington, DC area; various types of free publications; and exhibitions geared to collectors, scholars, educators, youth, and families.

Free brochures and pamphlets, such as family guides for exhibitions and educational posters that summarize key exhibition themes, provide general orientation for visitors about African art and intellectual activities that visitors may complete at the Museum or at home. The Museum plans to publish an exhibition catalogue for *Thinking with Animals* as a learning and teaching tool for children. NMAfA will also complete a catalogue that includes essays from scholars and artists for *Cosmos*, a major exhibition scheduled to open in 2010.

NMAfA will enhance the Museum's website through navigation features and multi-media applications for educational activities and learning modules for students and teachers. An emphasis will be placed on the Walt Disney-Tishman African Art collection, a major collection of traditional African art that has functioned as the foundation for the study of African art. Another educational component will be a new docents corps that Museum staff and visiting scholars will train to give public tours. The docents are essential for reaching audiences of different economic backgrounds, ages, and diverse cultures.

NMAfA will continue to develop and expand exhibition-related teacher/student workshops, as well as community outreach activities in the performing arts such as dance, music, and storytelling. NMAfA will expand its collaboration with the Smithsonian Discovery Theater in the "Meet the Museum" program, where children are introduced to art in the galleries that is tied in with theater subjects. Ongoing educational programs will include "Sounds of Africa" musical performances, dance performances, "Let's Read about Africa," storytelling, "Family Day," and community outreach and school outreach programs and activities. Some of these programs are collaborations with community organizations such as Studio Africa, which will begin in 2008.

Based on the Museum's current exhibitions, NMAfA will increase the number of scheduled public lectures and gallery tours by staff, docents, and invited scholars to target mixed-generation audiences. For adult audiences, the Museum will revive its highly successful film series and plan a major scholarly conference associated with the *Cosmos* exhibition. NMAfA also will continue its curatorial and conservation clinics that provide staff expertise to the general public.

In addition, the Museum provides a reference service for African culture, history, society, and art through online educational resources and with age-

appropriate texts within exhibits. To increase public access to NMAfA's collections, the Museum will continue online cataloguing of its art and photographic collections, with priorities being the Walt Disney-Tishman African Art Collection and the Eliot Elisofon Photography Archives. The Museum will also continue providing podcasts of artists' interviews and music.

In FY 2009, three new exhibitions are expected to attract general audiences, collectors, scholars, and educators by presenting collections that reflect the diverse cultures of Africa and their artistic expression, the art history of Africa, and the importance of art within African cultures. Each exhibition will have an exhibition brochure and family guide. *Mami Wata, Arts for Water Spirits in Africa and the African Atlantic World*, an exhibition of 150 objects organized by the Fowler Museum of Cultural History at UCLA, will present art depicting the mermaid images associated with Africa and the African diaspora in the Caribbean, Brazil, and the United States. *Thinking with Animals* is a child-oriented exhibition that will illustrate how animal attributes are used to describe personalities, appropriate and inappropriate behavior, and social status and prestige. *New Voices in Contemporary Art* will present new contemporary art drawn from the Museum's collection. Educational components such as interactive stations will be installed in the exhibition galleries to provide contexts for understanding African art. In addition to these temporary exhibitions, the Walt Disney-Tishman African Art Collection will be on continual view. The Museum will also prepare for the 2010 opening of the *Cosmos* exhibition.

As part of collections stewardship, NMAfA will continue to deaccession approximately 50 works from the art collection. The Museum also will develop and implement a collection policy and plan for the Eliot Elisofon Photographic Archives, as well as for the modern and contemporary African art collection.

To achieve the goal of Enhanced Management Excellence, NMAfA will focus resources on information technology (IT) operations, staff performance and accountability, and relations with the news media. The Museum's IT plan has integrated information technology functions for administration, collections management, exhibitions, and public access. NMAfA will perform the third annual review of its IT plan in preparation for making software and hardware updates as needed.

To strengthen customer service, NMAfA will ensure that annual staff performance plans incorporate the goals of the Institution's and NMAfA's strategic plans. Personnel and programmatic management responsibilities already have been incorporated into the performance plans of all department heads to ensure more effective operations and meet audience expectations. Accountability will be further achieved through feedback from expanded

visitor surveys, assessments of the effectiveness of staff interaction with the public, and periodic "town hall" meetings with representatives of the community that the Museum serves.

To increase public visibility and enhance the Museum's reputation, NMAfA will continue to cultivate media representatives by expanding its number of contacts and strengthening its one-to-one relationships with representatives of the printed press, media websites, other museums, and cultural organizations.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (5 FTEs and \$659,000)

- Develop a revised school-based curriculum resource for area school teachers
- Develop a new curriculum and training regimen for Museum docents that reflects diverse audience needs
- Launch one new curriculum-based/educational website
- Conceive and develop one new educational outreach program for children and adults
- Develop a family guide for the Museum's collection

Provide reference services and information to the public (5 FTEs and \$443,000)

- Make available online 80 percent of all printed educational resources, such as family guides and exhibit brochures, as well as podcasts of artist interviews to provide reference and information for students, teachers, and educators
- Increase by 10 percent the digital image database for the Museum website and publications
- Increase online cataloguing and digital images of the Eliot Elisofon Photographic Archives by 10 percent to provide greater public access to the collection
- Increase the number of virtual visitors by 10 percent by enhancing the design and navigation of the Museum's website
- Develop editorial templates for exhibition texts for young audiences

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (12 FTEs and \$1,691,000)

- Present two exhibitions with broad appeal to attract more diverse audiences, including children, adults, target schools, educators, and African art scholars and collectors
- Present one exhibit that focuses on children and provides interactive components for children and adults
- Develop one innovative exhibition design/installation to enhance

- audience appeal and encourage learning opportunities for visitors
 - Develop design, interpretive content, and interactive educational components for a major exhibition to open at NMAfA in FY 2010
- Improve the stewardship of the national collections for present and future generations (5 FTEs and \$578,000)***
- Deaccession 50 objects from NMAfA collections
 - Perform conservation treatment on one percent of NMAfA collections
 - Develop policy and collection plans for modern and contemporary African art, as well as for the Eliot Elisofon Photographic Archives

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$125,000)

- Perform the third annual review of the Museum's five-year IT plan and perform upgrades as required

Strengthen an institutional culture that is customer centered and results oriented (6 FTEs and \$637,000)

- Ensure conformance of staff performance plans with goals and priorities of the Institution and the Museum's strategic plan
- Achieve highly favorable responses in visitor surveys for all exhibitions presented in FY 2009
- Implement participant surveys for all educational public programs held at NMAfA

Modernize the Institution's financial management and accounting operations (2 FTEs and \$183,000)

- Complete development of reports that facilitate effective financial management by the director and Museum senior staff

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$99,000)

- Increase by five percent the number of personal contacts with media representatives to achieve ongoing positive media coverage of the Museum

NONAPPROPRIATED RESOURCES — General trust funds support staff salaries, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2009, 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 collaborations.

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 2007 ACTUAL	51	7,203	3	471	6	1,585	0	0
FY 2008 ESTIMATE	59	5,523	3	653	7	4,001	0	0
FY 2009 ESTIMATE	59	5,680	4	653	7	4,001	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	700	8	750	0	50
Provide reference services and information	5	570	5	610	0	40
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	11	979	11	1,071	0	92
<i>Collections</i>						
Improve the stewardship of the national collections	18	1,536	18	1,621	0	85
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	382	4	386	0	4
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	120	1	125	0	5
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,071	9	952	0	-119
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	165	3	165	0	0
Total	59	5,523	59	5,680	0	157

BACKGROUND AND CONTEXT

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting women and men who have made significant contributions to the history, development, and culture of the people of the United States, and the artists who have created such portraiture. Congress established the NPG to be the pinnacle of national recognition, and the Gallery will continue to ensure that its collections honor the American people.

The Gallery devotes a major portion of its resources to achieve its Increased Public Engagement goals. Compelling exhibitions, educational and public programs, publications, the management and growth of its collections and the use of innovative media in its galleries and website will attract new visitors and appeal to its diverse national and international audiences.

Strengthened Research resources will be used to produce scholarly publications to accompany exhibitions on Marcel Duchamp and NPG's self-portraiture collection and the editing project of the *Charles Willson Peale Family Papers*. The Peale Papers' archive is a matchless source of information on the American family, social, and cultural history from the 1730s to the 1880s.

NPG will continue to manage its resources for Enhanced Management Excellence by expanding its public media campaign to increase promotion of its exhibitions, programs, and website at national and local levels. Technological platforms and electronic outreach initiatives will be updated and human resources and management objectives will be examined to improve systems communication and training.

The FY 2009 budget estimate includes an increase of \$157,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Two major exhibitions are planned for FY 2009. *Reflections/ Refractions: Self-Portraiture in the Twentieth Century* will include 75 works on paper and highlight the Bowman-Kahn Twentieth Century American Self-Portrait Collection acquired in 2002. The triennial *Outwin Boochever Portrait Competition* — a nationwide endeavor wherein known and unknown artists compete for a portrait commission and a cash award — will culminate in an exhibition of portraits by the 65 finalists. Four smaller exhibitions will be presented, as follows: *Inventing Marcel Duchamp: The Dynamics of Portraiture*; *Presidents in Waiting*, the story of the vice presidents who

ascended to the nation's highest office will open during the 2009 Presidential inauguration; *One Life: President James Monroe*; and the third installation of the contemporary exhibition series of *Portraiture Now* will be presented. Scholarly publications for the *Reflections/Refractions* and *Duchamp* exhibitions and a book celebrating the finalists for the *Outwin Boochever Portrait Competition* will be produced.

The Gallery's permanent collection galleries will undergo a significant change as 250 works on paper will be rotated off view for preservation, and new collection objects will be matted and framed and new labels will be researched, written, edited, and prepared for public display. Audio-visual elements installed in the permanent collection galleries will be refreshed as license agreements initiated for the 2006 NPG grand reopening of its public spaces expire. Research and planning for future exhibitions will proceed, particularly for a photographic exhibition on *The Frontier Remade*; *Thomas Sully: the Theatre of His World*; and *Seeing Gertrude Stein*.

Outgoing national and international loans provide a significant opportunity for outreach. Loans will be made available for the major exhibition on *Man Ray, African Art and the Modernist Lens* originated by the Museum of Fine Arts of Santa Fe, New Mexico, which will travel to the San Diego Museum of Art, Newark Museum, the High Museum of Art in Atlanta, Georgia, and the De Young Museum of Art of San Francisco, California; and for the *Cezanne and American Modernism* exhibition originated by the Montclair Art Museum in New Jersey, which will travel to the Baltimore Museum of Art and a third venue.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (8 FTEs and \$750,000)

- Award a portrait commission and cash award to the winning artist for the second Outwin Boochever Portrait Competition in 2009
- Present the Edgar P. Richardson symposium on American portraiture and biography
- Publish three issues of *Profile*, the Gallery's publication, to increase national awareness of NPG programs and research
- Publish three high-quality, illustrated books in support of current exhibitions
- Recruit and train a corps of teenage ambassadors to serve as Museum mentors for fifth-grade students in the metropolitan Washington, DC area

- Design 25 educational programs and 150 presentations for school and community audiences
- Design 12 public programs and 72 presentations for community audiences
- Promote new — and build on existing — relationships with scholars, internal and external to the Smithsonian, to develop collaborative ventures for the future, including public programs, exhibitions, and publications
- Present a series of gallery talks and focus tours, highlighting objects on view in the permanent collection, special exhibitions galleries, and NPG collections storage sites
- Provide the public with insights into collection preservation at the Visible Conservation Lab by allowing visitors to observe conservation treatments in progress

Provide reference services and information to the public (5 FTEs and \$610,000)

- Update the NPG website to include virtual tours of current exhibitions, an enhanced collections database, program information, and public programs, and pursue opportunities for electronic dissemination through other media
- Write, edit, and produce several hundred labels for rotating permanent collection exhibitions
- Provide individual responses to public inquiries about individual portraits and biographies
- Continue adding records of historically significant portraits of notable American subjects or by notable American artists from various public and private collections to NPG's Catalog of American Portraits (CAP)
- Provide backlisted NPG publications to scholars and the general public via the NPG website

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (11 FTEs and \$1,071,000)

- Install two major exhibitions: *Reflections/Refractions: Self-Portraiture in the Twentieth Century* and the 2009 *Outwin Boochever Portrait Competition*
- Install four smaller exhibitions that will reflect the Gallery's mission to exhibit portraits of individuals who have made significant contributions to American history and culture or who have expanded knowledge of American portraiture
- Rotate 250 permanent collection works on paper in the public galleries and use preservation techniques to store the works going off-view
- Travel one major exhibition: *Reflections/Refractions: Self-Portraiture in the Twentieth Century*
- Make collection objects available as outgoing loans to significant non-NPG exhibitions

Improve the stewardship of the national collections for present and future generations (18 FTEs and \$1,621,000)

- Ensure adherence to current museum best practices for proper storage and exhibition of collection objects
- Complete accession records on all objects acquired during the year (accessions average 190 per year)
- Prepare condition reports on all objects received from or going out on loan to other institutions
- Inventory the painting and sculpture collection
- Provide conservation treatments for collection objects as required
- Mat and frame 250 paper objects
- Acquire portraits of significant Americans when available, particularly from under-represented populations
- Ensure completion of digital coverage for 350 objects

Strengthened Research

Ensure the advancement of knowledge in the arts and humanities through original research, including research on collections, which is reflected in publications, exhibitions/displays, and public programs (4 FTEs and \$386,000)

- Publish scholarly books on Marcel Duchamp and on NPG's self-portraiture collection
- Continue research and writing for Volumes 6 and 7 of the *Selected Papers of Charles Willson Peale and His Children*
- Research images and biographies of significant Americans who should be added to the collection and included in exhibitions and publications
- Continue staff participation on Smithsonian initiatives such as the Congress of Scholars, the Smithsonian Photography Initiative Committee, the selection of Smithsonian residential Fellows (pre- and postdoctoral Fellows), the review of nominations for the Secretary's distinguished research lecturer, and service on the editorial board of the Smithsonian American Art Museum's periodical, *American Art*

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$125,000)

- Manage and refine IT capabilities that will enhance the visitor experience and increase visitation
- Train and cross-train staff on various Smithsonian software programs and systems
- Manage services to ensure that reliable and efficient technological systems meet federal standards, with less than one percent downtime

Strengthen an institutional culture that is customer centered and results oriented (9 FTEs and \$952,000)

- Collect and report on audience/customer data for NPG programs and products, and introduce marketing planning, implementation, and controls for use in planning future programs
- Improve management of the NPG through increased staff communications, training, and reorganizations, as appropriate
- Coordinate efforts with other Smithsonian units to improve systems and procedures

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$165,000)

- Increase national and local visibility through robust publicity and media campaigns to announce NPG exhibitions, programs, educational initiatives, and special events
- Conduct print and radio advertising campaigns in local outlets for two major exhibitions opening in FY 2009
- Promote NPG through public service announcements
- Coordinate publicity efforts with other Smithsonian units to leverage the distinct role of the Gallery

NONAPPROPRIATED RESOURCES — General trust funds support critical positions and help defray costs of publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fund raising, management, and research. Donor/sponsor-designated funds provide support for costs related to specific programs and projects for exhibitions, collection acquisitions, educational programming, outreach, and 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 2007 ACTUAL	90	11,596	7	576	16	5,619	2	183
FY 2008 ESTIMATE	98	8,577	7	1,058	13	5,701	3	184
FY 2009 ESTIMATE	98	8,835	7	955	13	6,919	3	195

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	16	1,468	16	1,525	0	57
Provide reference services and information	4	326	4	327	0	1
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	20	1,710	20	1,766	0	56
<i>Collections</i>						
Improve the stewardship of the national collections	29	2,390	29	2,496	0	106
Strengthened Research						
<i>Research</i>						
Ensure advancement of knowledge in humanities	5	532	5	539	0	7
Security and Safety						
Provide a safe and healthy environment	1	102	1	102	0	0
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's IT systems/infrastructure	7	656	7	679	0	23
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	558	6	559	0	1
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	92	1	92	0	0
Modernize the Institution's financial management and accounting operations	3	208	3	214	0	6
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	488	5	489	0	1
Modernize and streamline the Institution's acquisitions management operations	1	47	1	47	0	0
Total	98	8,577	98	8,835	0	258

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. It is the home of the largest and most inclusive collection of American art in the world, and its holdings of more than 40,000 works spanning three centuries and paralleling the nation's cultural development tell the story of America through the visual arts. The Museum's programs make the collection available to national audiences and beyond, as well as to those who visit its two historic landmark buildings in Washington, DC: the Donald W. Reynolds Center (DWRC) for American Art and Portraiture (shared by SAAM and the National Portrait Gallery [NPG]) and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Increased Public Engagement, SAAM devotes most of its federal resources to exhibitions, education, collections care and enhancement, Web and research resources, publications, and information for the public. An ambitious schedule of exhibitions developed in-house, and complemented by shows obtained from other organizations, is expected to attract old friends and new. Larger exhibition spaces, restaurants, and shops provide visitors with a broad menu of activities, encouraging more frequent return visits to the Museum. The Lunder Conservation Center opens the window on collections care, and the Luce Foundation Center for American Art displays an additional 3,500 collection objects in densely installed glass cases. The Museum is investigating using cell phone tours and mobile audio and multi-media guides, streaming the rich content of SAAM's collections and American culture in general. A 350-seat auditorium makes possible a vastly expanded range of public programming that includes lectures and films as well as music, theater, and dance performances. A glass atrium over the courtyard creates a grand, year-round gathering space for premier events. SAAM's branch museum, the Renwick Gallery, continues to present public programs, exhibitions, and rotations of its permanent collection of American crafts, including an extremely popular biennial exhibition, the *Renwick Craft Invitational*. Multiple traveling exhibitions simultaneously crisscross the country, providing the public with broad, direct access to the nation's artistic and cultural heritage.

The balance of SAAM's allocation is dedicated to achieving the goals of Strengthened Research, Security and Safety, and Enhanced Management Excellence. Curators and other staff will research collection objects and related topics, and disseminate their results through publications, symposia, and lectures. Managers will carefully plan, promote, protect and conserve the Museum's resources in the pursuit of Enhanced Management Excellence.

The FY 2009 budget estimate includes an increase of \$258,000 for necessary pay for existing staff.

MEANS AND STRATEGY

Educational and public program offerings will continue to evolve in 2009 as the Museum implements new ways to use facilities such as the auditorium and courtyard, and builds on successful programming at the Renwick Gallery. Audiences throughout the country will benefit from distance-learning and national education programs, and more of the Museum's data and images will be made available on the Web. Innovative technologies, such as blogs and podcasts, will be used to promote the Museum as a destination as well as to provide content remotely, and SAAM will continue its highly successful online reference service, "Ask Joan of Art."

Exhibition schedules will include 8–10 shows per year in the six exhibition galleries at the DWRC and the Renwick Gallery. Works in the permanent collection galleries will be rotated to show the many facets of American art and culture, as well as to encourage return visits. Interactive exhibition components will be developed to keep pace with technology-savvy audiences. National outreach will include six exhibitions which will tour to venues throughout the country.

The safe storage and display of collection objects continue to be a priority. SAAM will develop public interest and awareness of conservation issues through the Lunder Visible Conservation Laboratory and related public programs. Digital information and images will be expanded and made available on the Web, and new artworks will be acquired to fill gaps in the collection.

Research on the collections and related topics will be performed in support of exhibitions and the permanent collection, and results will be shared with the public in various ways.

Information technology and administrative processes will be strengthened through close monitoring of resources and processes, and strong partnerships with central offices will enable SAAM to provide an end-user perspective on policy changes. Use of SAAM's searchable, Web-based WIKI format will keep staff current on the dynamic procedural and regulatory environment at the Smithsonian Institution.

Expanded marketing and media campaigns will promote the Museum's collections and programs to a growing public audience. Emphasizing a shared "brand" for SAAM and NPG will increase the impact and effectiveness of ad campaigns.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (16 FTEs and \$1,525,000)

- Plan, prepare, and produce at least 250 successful public program and lecture events for Museum audiences, in person and remotely
- Maintain and improve SAAM's National Education Program, partnering with organizations nationwide to fulfill the need for quality curriculum and educational resources using visual arts in core disciplines
- Make effective use of SAAM collections and scholarship in educational programs
- Make effective use of evolving information technology in educational programs. Include Web presence in the Museum's National Education Program and other distance-learning programs
- Publish at least two catalogues and other high-quality publications related to SAAM's mission, collections, and/or exhibitions to further academic criticism, as well as educate the general public on the continual and direct involvement of art in the American experience
- Continue curatorial and other staff participation in national conferences, symposia, and programs in order to share SAAM's knowledge, collections, and expertise
- Provide a robust internship program to advance museum career development for college and graduate students
- Enhance the visitor experience and enjoyment of the Museum through a visitor services program

Provide reference services and information to the public (4 FTEs and \$327,000)

- Continue to develop visitor services for the Museum-goers in the Reynolds Center
- Continue SAAM's online reference service, "Ask Joan of Art", responding to at least 5,000 information requests nation- and worldwide a year
- Provide public access to specialized art research databases, including the Inventory of American Painting, Inventory of American Sculpture, and SAAM's Photo Study Collections

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (20 FTEs and \$1,766,000)

- Plan, prepare and produce 8–10 successful exhibitions for the DWRC and Renwick Gallery
- Mount and support six traveling exhibitions as well as loans from SAAM collections
- Increase curatorial support

Improve the stewardship of the national collections for present and future generations (29 FTEs and \$2,496,000)

- Ensure the physical safety of the collection to guarantee their longevity and preserve America's cultural heritage
- Provide secure and environmentally sound storage and display of collections, following established collection management policies
- Conserve and maintain objects according to professional ethics and standards of the American Institute for Conservation of Artistic and Historic Works
- Secure major artworks, revising the acquisitions priority list to address collection gaps, goals, and opportunities
- Maintain accurate, accessible, and useful information on collection objects, including cataloguing, images, and location tracking
- 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
- Maintain and improve website infrastructure and content to share exhibitions, collections information, and images with a larger audience than can enjoy the collection in person

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (5 FTEs and \$539,000)

- Continue curatorial research on collections and the broader field of American art
- Support research and intellectual discourse in the fields of art history and cultural studies through a robust residential fellowship program
- Publish three issues of the *American Art* journal to further scholarly research in the field of American Art

Security and Safety

Provide a safe and healthy environment (1 FTE and \$102,000)

- Perform regular inspections and provide advice on safety, occupational health, environmental, and fire-prevention issues to SAAM and NPG staff

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (7 FTEs and \$679,000)

- Provide SAAM staff with the IT tools and support necessary to meet program goals
- Work collaboratively throughout the Smithsonian Institution to improve automated management systems
- Create and maintain the Web platform necessary for electronic outreach (i.e., for exhibitions, education, general museum, and

collections information)

- Provide infrastructure to support the use of technology for innovative presentations in the Museum

Strengthen an institutional culture that is customer centered and results oriented (6 FTEs and \$559,000)

- Manage resources efficiently and responsibly, whether fiscal, human, or cultural, to ensure that core functions of SAAM work
- Provide guidance, leadership, direction, and oversight to staff and unit activities to ensure strategic goals and program objectives are met
- Provide SAAM staff with the administrative tools and support necessary to do their jobs
- Work closely with central Smithsonian Institution offices on implementation of new management systems and processes

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$92,000)

- Monitor Museum staffing and organization to ensure efficient allocation of limited personnel resources
- Train and cross-train staff for flexibility in responding to changes in funding, technologies, and processes

Modernize the Institution's financial management and accounting operations (3 FTEs and \$214,000)

- Monitor financial transactions closely through monthly review, reconciliation, and reports to management, thereby ensuring allowability and allocability of expenses

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$489,000)

- Publicize SAAM and Renwick Gallery exhibitions, events, and programs to local and national media to ensure the widest possible awareness of collections and resources
- Ensure successful placement of publicity with general media for Renwick Gallery activities, as well as in craft publications
- Collaborate with NPG on the promotion of shared programs and activities in the DWRC

Modernize and streamline the Institution's acquisitions management operations (1 FTE and \$47,000)

- Ensure efficient processing and monitoring of procurement activity at SAAM

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel, fund raising, and other related costs. Donor/sponsor-designated funds support specific programs and projects. All of SAAM's programs, including exhibitions, educational, public programs, and additions to the national collection, depend on support from individuals, foundations, and corporations.

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 2007 ACTUAL	168	17,057	34	4,365	19	3,049	6	1,454
FY 2008 ESTIMATE	174	17,095	34	5,003	23	4,213	6	2,052
FY 2009 ESTIMATE	174	17,565	34	5,003	23	4,203	6	2,052

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	12	1,024	12	1,052	0	28
Provide reference services and information to the public	7	648	7	665	0	17
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	45	4,980	45	5,116	0	136
<i>Collections</i>						
Improve the stewardship of the national collections	53	3,883	53	3,990	0	107
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	4	984	4	1,011	0	27
Ensure the advancement of knowledge in the humanities	25	2,675	25	2,750	0	75
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	850	9	873	0	23
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	19	2,051	19	2,108	0	57
Total	174	17,095	174	17,565	0	470

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to commemorate the national development of aviation and space flight, and educate and inspire the nation by:

- preserving and displaying aeronautical and space-flight equipment and data of historical interest and significance to the progress of aviation and space flight;
- developing educational materials and conducting programs to increase the public's understanding of, and involvement in, the development of aviation and space flight; and
- conducting and disseminating new research in the study of aviation and space flight and their related technologies.

NASM is administered as one Museum with multiple locations: the National Mall building; the Udvar-Hazy Center; and the Garber Facility. NASM provides access to the nation's aviation and space-flight history to an average of 6–8 million on-site visitors from around the world per year, making it one of the most visited museums in the world. In addition, NASM draws tens of millions of virtual visitors to its website and broadcast and webcast educational programming.

In FY 2009, NASM will collect and preserve the nation's aviation and space heritage, perform the necessary research for exhibits and the increase of knowledge of the solar system, and enhance educational programs, using a mixture of in-house and volunteer resources to convey excitement and information to a diverse audience.

For FY 2009, the budget estimate includes an increase of \$470,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Public Engagement — NASM reaches a diverse audience through static and dynamic exhibits on site, through outreach efforts at local and national schools and organizations, and through professional activities concerning the history of aviation and space flight and the planetary sciences. To perform these activities, NASM relies on staff as well as more than 600 volunteers. In the National Mall building and Udvar-Hazy Center, docents offer thousands of tours annually, and education volunteers provide on-the-floor educational demonstrations. In FY 2006, NASM's Docent Corps was awarded the Frank G. Brewer Trophy, the National Aeronautics Association's highest

honor, for significant contributions of enduring value during the last 30 years to aerospace education in the United States.

The National Mall building's highly interactive and popular *How Things Fly* Gallery and Explainers Program served almost 100,000 visitors last year, with regularly scheduled theater demonstrations of the principles of flight. NASM also hosts several "Family Day" events and related programs during the year, which are tied to specific themes. Recent Family Days included the Heritage Series celebrating America's diverse cultural heritage, "Air and Scare" for Halloween, Kite Day in March, and a Fly-in during June. In May, the Museum conducts the national "Space Day" commemoration in collaboration with the National Aeronautics and Space Administration (NASA) and Lockheed Martin Corporation. On this day, students and teachers around the country are able to connect to a live broadcast made available to more than 38,000 schools and more than 8.5 million students and educators throughout the nation.

In FY 2009, NASM will continue to inspire and educate audiences through renewed exhibits at the National Mall building and the Udvar-Hazy Center. According to audience assessments, the element that audiences would most like to see is interactive exhibits based on NASM's collections. This mode of audience engagement is well represented in the National Mall building's *How Things Fly* Gallery and on-the-floor Discovery Stations. During FY 2008, NASM will install air- and spacecraft in the Udvar-Hazy Center, rotate objects on exhibit, and upgrade galleries to reflect current trends in aviation and space flight. In FY 2008, NASM will continue to expand its integrated website and on-site visitor information. This feature will enable visitors to plan their visit on the Web, and to customize their Museum experience — from pre-visit planning, to on-site Museum tours, to post-visit learning.

In FY 2008, NASM opened *America by Air*, the first renovation to the National Mall building's Hall of Air Transportation since NASM's opening in 1976. Of special interest are a Boeing 747 cockpit that is open to visitors and a model of an Airbus 320 cockpit demonstrating Fly-by-Wire technology. NASA will support the gallery by providing regular updates on the latest advances in aviation. In 2007–2008, NASM installed art exhibits, including *Earth from Space*, displaying satellite photographs of Earth from space; *Fly Now!*, showcasing aviation travel posters of the 1920s to 1950s; and *In Plane View*, an artistic rendering of aircraft. Other galleries will be evaluated for upgrades.

Collections — To improve the stewardship of the national collections, NASM will continue to raise funds for phase two of the Udvar-Hazy Center, the

restoration and collections storage buildings. When complete, the high level of craftsmanship shown in the NASM restoration program will be matched by world-class facilities that can handle the various types of objects and materials that the Museum manages. NASM will continue its loan program of more than 600 aviation and space artifacts, including some of the most sought-after artifacts of the last century: space suits and lunar spacecraft. In order to make information on the collection available to the public, NASM will continue to migrate collections information to a publicly accessible website. The curatorial databases 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. NASM's electronic resources allow more people access to the Museum's archival collections, with a resulting increase in archival information requests by the public.

Scientific Research — To achieve the goal of Strengthened 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. NASM continues to work with the excellent data provided by the Mars Exploration Rover, Mars Express, and Mars Reconnaissance Orbiter missions, and to convey this excitement to the public. NASM scientists are team members on the High Resolution Camera and two radar instruments now in orbit. If successful with the NASA grant process, NASM will lead a \$350 million Mars Radar Mission. In FY 2008, basic research will concentrate on National Research Council and NASA priorities of determining the past climate of Mars, with results published in the scientific literature.

NASM will continue to lead in the fields of aviation and space history by publishing papers and books in the fields of the history of space technology, aviation and aerodynamics history, and the early history of aviation. Based on their research and expertise, the curatorial staff will continue to evaluate potential acquisitions for the national collection and respond to numerous public inquiries. NASM will also continue to upgrade exhibits dealing with aviation and space, thereby ensuring that current material is available to the public.

Management — To achieve the goal of Enhanced Management Excellence, NASM has developed a single infrastructure to support the National Mall building and the Udvar-Hazy Center. NASM relies on contracted facilities management, information technology, security, and parking for the Udvar-Hazy Center. NASM has found its contractor solution to be a workable alternative for operating a remote site where central Smithsonian support services are unavailable.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (12 FTEs and \$1,052,000)

- Implement three educational programs and scholarly events relating to aviation, space-flight history, and planetary science through involvement with school systems and in partnerships with outside organizations
- Develop an expanded family and underserved audience educational program, including Family Days, and a special summer program with a focus on NASM's new *America by Air* exhibition
- Expand the "Aerospace Educator-in-Residence" program reach to attract more students to the Udvar-Hazy Center
- Continue developing a strong electronic outreach program through broadcasting special events over the Internet in partnership with Fairfax Network

Provide reference services and information to the public (7 FTEs and \$665,000)

- Expand Visitor Services programs by offering new self-guided tours at the National Mall building
- Support other Smithsonian Institution museums and other federal agencies in implementing successful Visitor Services programs

Offer compelling, first-class exhibitions and other public programs (45 FTEs and \$5,116,000)

- Support the National Museum of American History's *Treasures of American History* exhibition
- Provide curatorial input to upgrades of Udvar-Hazy Center exhibits, including at least two small object cases and two exhibit stations
- Complete art exhibitions planned for the National Mall building
- Plan the upgrades to *Exploring the Planets* and the gallery, including concept evaluations and designs
- Increase the exhibits maintenance budget to address wear and tear on flooring, casework, and interactive exhibits

Improve the stewardship of the national collections for present and future generations (53 FTEs and \$3,990,000)

- Improve and maintain the appearance of exhibits in the Museum
- Continue collections management by focusing resources on artifact restoration in addition to artifact installation at the Udvar-Hazy Center
- Prepare to accept the Space Shuttle fleet and related artifacts from NASA
- Add more documentation to 30 artifacts and upgrade the Collections Information System

Strengthened Research

Engage in research and discovery (4 FTEs and \$1,011,000)

- Increase emphasis on Mars research by gaining at least two new competitive research grants
- Support three to five researchers, using competitively reviewed proposals and grants
- 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 and study similar processes from Earth's geological history

Ensure the advancement of knowledge in the humanities (25 FTEs and \$2,750,000)

- Undertake the proper conservation, documentation, display, and interpretation of existing collections, and accept new artifacts as they are identified and funding is made available for their support
- Provide leadership among aerospace museums by conducting the annual Mutual Concerns of Air and Space Museums Conference

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (9 FTEs and \$873,000)

- Provide support and leadership to the Institution's efforts to improve its technology infrastructure through Web server consolidation

Strengthen an institutional culture that is customer centered and results oriented (19 FTEs and \$2,108,000)

- Provide state-of-the-art facilities and security support, and manage facilities integration, including prime and subsidiary contractors 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

NONAPPROPRIATED RESOURCES — General trust funds support research, education, exhibitions, and fund raising, including salaries and benefits. Donor/sponsor-designated funds support costs related to specific programs and projects. Fund raising is currently under way for Phase II of the Steven F. Udvar-Hazy Center, as well as future galleries. Government grants and contracts provide support for research and other scientific 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 2007 ACTUAL	376	44,405	11	1,993	32	9,517	17	5,988
FY 2008 ESTIMATE	396	45,221	16	2,948	35	19,174	22	11,522
FY 2009 ESTIMATE	396	46,380	16	2,948	35	12,174	22	4,522

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	54	5,372	54	5,510	0	138
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	47	5,179	47	5,311	0	132
<i>Collections</i>						
Improve the stewardship of the national collections for present and future generations	140	15,678	140	16,080	0	402
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	128	16,053	128	16,464	0	411
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	3	311	3	319	0	8
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	222	2	228	0	6
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	12	1,275	12	1,308	0	33
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,131	10	1,160	0	29
Total	396	45,221	396	46,380	0	1,159

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 the 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 scientific 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 126 million natural history specimens and human 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 activity. These anthropological, biological, and geological specimens and objects are the foundation for all of the Museum's scientific products. With their unparalleled spatial breadth and temporal depth, the collections promote analyses and interpretations that allow scientists to connect observations of contemporary phenomena with the past and around the world so that we can better understand our planet and the effect of human activities on it. The Museum's collections capture the imagination and stimulate the next generation of scientists, and are important for the intellectual infrastructure and the Administration's continuing goal of competitiveness in international science and application of scientific knowledge. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policy makers worldwide.

In addition, NMNH's collections serve as critical reference materials for U.S. Government agencies. These resources are actively and collaboratively used by staff members of the Departments of Defense, Commerce, Agriculture, and Interior, who are housed in NMNH facilities. For example, tens of thousands of insects urgently requiring identification are sent to NMNH from ports of entry each year. Scientists at the U.S. Department of Agriculture and NMNH consult the collections and rapidly provide identifications to border control agencies so that U.S. agricultural and economic interests are kept secure from damage by potential invasive species. The NMNH bird collections provide answers to the Federal Aviation Administration (FAA) and the U.S. Department of Defense, revealing the species of birds that damage aircraft, and leading to improved

habitat control around airports and improved aircraft and engine design. The National Cancer Institute relies upon NMNH as a trusted repository for plant specimens which must be kept as vouchers for pharmacological research. Similarly, the U.S. Department of the Interior Minerals Management Survey relies on the NMNH as a trusted repository for the invertebrate animals it collects in the course of its research. Meteorites collected from Antarctica are deposited at NMNH by the Johnson Space Center and the National Aeronautics and Space Administration (NASA). The Federal Bureau of Investigation benefits from the identifications and analyses conducted by experts in the Department of Anthropology, who consult the human skeletal collections when providing answers about the remains of crime victims. Analyses of the collections have provided answers regarding the spread of H5N1, the Avian Flu virus, and the etiology of past influenza epidemics.

NMNH's first-class research supports its exhibitions and educational outreach. As one of the most visited museums in the world, NMNH provides diverse public audiences with 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 non-traditional exhibition venues, such as libraries, schools, and universities throughout the country. With a growing network of interactive websites, the Museum is transforming itself into a true electronic classroom, which is potentially accessible to everyone.

The FY 2009 budget estimate includes an increase of \$1,159,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to replace outdated exhibits with integrated, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2009, NMNH will continue renovating its permanent exhibition halls and offer new temporary exhibitions. NMNH will open the *Ocean Hall* exhibit in September 2008, a significant accomplishment because of the size (23,000 square feet of exhibition space), complexity, and dynamic nature of this new exhibit hall. This is the largest renovation of public space at the Museum in 40 years and is specifically designed so that the content can be updated and changed to incorporate new scientific discoveries. Design will be completed and fabrication well under way for another exciting and important permanent exhibit on *Human Origins*, which is planned to open in November 2009. The temporary exhibitions planned for FY 2009 include *Ants*, a photographic exhibition about ant behavior; *Written in Bone*, a major exhibit on forensic anthropology and the Jamestown settlement; *Orchids*, an

exhibition highlighting co-evolution and featuring live plants; *Darwin*, in recognition of the bicentennial of Charles Darwin's birth; and *Nature's Best Photography*, a very popular photography exhibit of animals and nature. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The effectiveness of NMNH exhibitions and presentations can be seen in the excitement they generate and their popularity with family audiences. In FY 2007, NMNH welcomed more than seven million visitors.

In FY 2009, the Museum's fundamental commitment to education and outreach will be deepened and expanded. Building on the Museum's cutting-edge research, its vast collections, and its exciting new permanent and temporary exhibitions such as *The Ocean Hall*, *Butterflies + Plants: Partners in Evolution*, and *Written in Bone: Life and Death in the Colonial Chesapeake*, the Museum will reach out to a growing national and international audience, including children and families, students and teachers, and adults who visit the Museum on the Mall or its extensive site on the Web. Outreach activities will include traveling exhibitions, interactive electronic field trips, and in-depth, online resources including the new Ocean Portal, as well as longstanding programs of lectures, films, teacher education, and hands-on opportunities. These efforts serve tens of millions of visitors around the globe. In FY 2009, NMNH will enhance and extend its educational efforts by increasing the number of teacher education materials available online by 50 percent, by distributing 2,500 new curriculum packages for each major exhibition and Website opening in 2009 and building on the model of the Ocean Portal to create content-based partnerships and networks in the research and educational communities. These efforts are designed to increase dramatically the reach and impact of the Museum, its science, and its education and outreach.

Consistent with the guidance provided in the joint Office of Management and Budget-Office of Science and Technology Policy memo on FY 2009 research and development budget priorities, NMNH will strengthen its commitment to the stewardship of the federal scientific collections. These collections play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring, as well as serving as the foundation for NMNH research, exhibits, and public outreach programs. NMNH will expand its commitment to research on and stewardship of the collections, in partnership with affiliated federal agencies (such as the Departments of Defense, Commerce, Agriculture, and the Interior), in response to this guidance. 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 that, for example, facilitates recovery efforts after natural disasters like volcanic eruptions and the associated loss of biodiversity. The breadth of NMNH research and collections of biological, geological, and

anthropological objects fosters an interdisciplinary environment that attracts other academic institutions, foreign researchers, and national and international policy makers.

Furthermore, the NMNH has a long history of training future scientists here and abroad to examine and monitor biodiversity in their own countries, among their other research endeavors, which also serves to strengthen the NMNH collections and connections with these countries. NMNH is committed to training 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 Earth and life sciences as well as anthropology. Collaboration with foreign students and colleagues will continue to be emphasized to broaden the international science network. Continuation of the Latin American Training Program in collections management, begun in FY 2008, serves this goal well.

In FY 2009, NMNH will focus on adding more specimens to its electronic catalogue for scientists, the RCIS, and expanding the availability of these invaluable and unique assets via the Internet to researchers, policy makers, and the public both nationally and worldwide. NMNH also will continue migrating records from the in-house Transaction Management (TM) system into the RCIS, using EMu, a commercial software application for museums. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan. Furthermore, NMNH will continue image digitization of selected plant, vertebrate, and artifact collections. In addition, NMNH will continue digitization of selected data sets from the 50 million additional paper records, and link text-based information to images, video, and audio recordings to make available to scientists and the public a wealth of resources (e.g., photographs, artwork, sound recordings, field notes, and publications) which describe and explain the diversity of life, culture, and Earth processes. NMNH will also complete the move of fluid-preserved collections to a new facility, and update associated inventories.

To achieve the goal of Strengthened Research in FY 2009, NMNH will build upon its updated strategic plan which is linked to the Smithsonian Science Plan, and focus on initiatives related to new insights in geology and mineralogy, 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 collections to address many of today's pressing issues regarding invasive species, disease vectors, and the impact of humans on biodiversity and climate. Smithsonian publications will have a more integrated quality, providing insights from all viewpoints of the Museum on pressing national and international topics.

In addition, NMNH will continue its work on a new scientific effort started in 2007, the *Encyclopedia of Life*. The NMNH hosts the Secretariat (administrative and leadership hub) for the *Encyclopedia of Life* (EOL), which has the lofty goal of documenting every known species living on Earth. The EOL, funded through two leadership grants from foundations, is a Web-based, online database, which is expected in about 10 years to encompass the 1.8 million known species of animals, plants, and other life forms. The database will be configurable for all types of audiences, from students and scientists, to policy makers and the general public. The NMNH is uniquely positioned to contribute to this global effort of documenting every known species currently living on Earth, through its extensive and broad collections as well as through the scientific staff who provide the context for these specimens. The specimens themselves are irrelevant without the scientific expertise that provides the related ecological and evolutionary information.

In FY 2009, NMNH will address the goal of Enhanced Management Excellence in part by completing the move to re-house collections preserved in alcohol, currently located on the National Mall, into a state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC) in Suitland, Maryland. This facility will ensure that the alcohol-preserved collection will continue to be available for research in a facility that meets fire and safety codes. An additional focus in FY 2009 for the Natural History Building on the Mall will continue to be the renovation of major building systems and improved security in the building.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (54 FTEs and \$5,510,000)

- Reorganize and expand the volunteer docent program, and increase the number of docents by 100 percent
- Plan, develop, and implement two family festivals to complement the Museum's exhibitions and research
- Prepare and distribute new educational packages for each of the major exhibitions opening in 2009
- Continue and enhance interaction with graduate training programs at local universities
- Continue to increase access to exhibits, research, and collections for students with disabilities and for economically disadvantaged students
- Continue to increase access to the scientific professions for minorities and women, with a special emphasis on museum science careers

- Host a symposium for the general public on the bicentennial of Charles Darwin's birth, in association with the 150th anniversary of the publication of Darwin's *On the Origin of Species*

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (47 FTEs and \$5,311,000)

- Complete design and 90 percent fabrication for the new 15,000-square-foot *Human Origins* exhibition scheduled to open in November 2009
- Complete fabrication and open a major, original 5,000-square-foot temporary exhibition, *Written in Bone*, in February 2009 on forensic anthropology and the Jamestown settlement
- Open four new temporary exhibitions — *Nature's Best Photography* (Fall 2009); *Darwin* (Summer 2009) to mark the bicentennial of Charles Darwin's birth and the 150th anniversary of the first publication of *On the Origin of Species*; *Ants*, a photographic exhibit on ant behavior (Spring 2009); and *Orchids* (January 2009)
- Complete 95 percent design for *Yupik*, a new temporary exhibition scheduled to open in early 2010 on the Yupik Eskimo in western Alaska

Improve the stewardship of the national collections for present and future generations (140 FTEs and \$16,080,000)

- Continue work on the next phase of a Museum-wide collections assessment that sets priorities for collections care projects and provides comparable, current information about the status of the collections
- Continue image digitization of selected plant, vertebrate, and artifact collections, including completion of digitization of botanical type specimens for Web access
- Continue project to conserve all botanical specimens from the U.S. Exploring (Wilkes) Expedition that were preserved with mercuric chloride
- Provide conservation treatments to fossil collections in need of physical stabilization, vertebrate skeletons (including human skeletal remains in need of re-housing), and geological collections in need of chemical stabilization
- Re-house DNA collections, update inventory, and continue assessing incremental results from pilot project that informs the most effective conservation strategies for these tissue collections and supports their accessibility to the wider scientific community
- Continue to re-house marine mammals collections with new collection cabinets, and begin re-housing of botanical collections with new collection cabinets
- Continue making records of paleontological, botanical, entomological, zoological, and anthropological specimens and objects and associated data universally available on the Web
- Continue migrating records from the in-house TM system into the RCIS, using EMu, a commercial software application for museums. TM

records document ownership and custody of NMNH collections as well as objects and collections on loan

- Continue digitization of selected sets from within the 50 million additional paper records, and link text-based information to images, video, and audio recordings to make available to scientists and the public a wealth of resources (e.g., photographs, art, sounds, field notes, and publications) that describe and explain the diversity of life, culture, and Earth processes
- Continue migrating digital images of collection items to the Institution-wide Digital Asset Management (DAM) system
- Develop improved functionality of the EMu system, including faster importing and exporting of data and reports
- Continue to implement the congressionally authorized program of repatriating Native American skeletal remains and associated objects
- Complete the move of fluid-preserved collections to the new Pod 5, update associated inventories, and correct any container, preservative, or labeling problems resulting from the move
- Continue providing collections to national and international researchers through the collections loan program
- Continue to make progress on an inventory of several high-value collections as recommended by the Inspector General as part of the 2006 collection inventory and security audit, including: phase 3 of minerals reference collection; the inventory of meteorites; and the inventory the Burgess Shale collection
- Prepare for the upcoming move of eight million feet of ethnographic film in the Human Studies Film Archives into the renovated Pod 3 at the MSC

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (128 FTEs and \$16,464,000)

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

The Formation and Evolution of Earth and Other Planets

- Continue research on asteroid differentiation and geochemical consequences for carbon, and alteration in Martian meteorites
- Continue to analyze prebiotic materials in the first samples returned from a comet by a NASA spacecraft
- Continue work on the geological history of global climate change with a special emphasis on periods of global warming

- Continue work on ocean environments and circulation, focusing on past intervals and greenhouse climate

Discovering and Understanding Life's Diversity

- Continue studies of the large-scale evolutionary relationships among birds, insects, and plants as part of collaborative research projects in the National Science Foundation (NSF)-funded Tree of Life initiative, and, in particular, studies of the large-scale evolutionary relationships among Lepidoptera (moths and butterflies), spiders, and ants. 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 will provide an important predictive framework for diverse purposes, including biodiversity studies
- Continue research on the tempo and mode of evolution in deep-sea faunas
- Inventory and digitize diatom type collections in Botany for Web access, and continue digitizing images and radiographs of primary types in the Fishes collection
- Continue research into the geological history of plant-animal interactions
- Continue work on evolution and phylogenetic relationships of dinosaurs
- Continue exploring the diversity of various groups of vertebrates, particularly in tropical regions, with emphasis on undescribed forms and the development of comprehensive studies of various groups, their phylogenies, and biogeographic histories
- 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 being done in collaboration with the National Oceanic and Atmospheric Administration (NOAA) and Texas A&M University at Corpus Christi
- Continue to make entomological primary type specimens and images available on the Web
- Continue molecular-phylogenetic and population-genetic studies of, and develop checklists for the identification and inventories for, various plant families, with an emphasis on plants in the environments of the Pacific, northern South America, the Caribbean, Southeast Asia, and specific marine ecologies
- Continue to sample insects and spiders from poorly sampled localities, particularly beetles, ants, spiders, and moths and butterflies from Central and South America
- Continue research on ecological recoveries from mass extinctions and the evolution of innovations in the history of life, with special emphasis on the Cambrian explosion, the Permo-Triassic, and the early Cenozoic eras
- Continue to host the Executive Secretariat for the *Encyclopedia of Life* (EOL), an international effort funded by two large grants from foundations

to construct one website where information can be found on all known species of life

- Continue to host the Secretariat for the Consortium on the Barcode of Life, and participate in the working group on plants, with the goal of determining the optimal barcode region for land plants

Understanding Human Diversity and Cultural Change

- Continue to support the Endangered Language Program, which will preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media
- Continue research on human/environment interaction within the climatic and environmental context of human evolution in East Africa
- Continue research on the development of coastal and deltaic environments as early centers of urbanization
- Continue interdisciplinary fieldwork in Mongolia to study the development of early civilizations in Central Asia
- Continue research into the spread of the earliest humans from Africa and Asia, with funding from NSF
- 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
- Continue research on the origins of animal domestication
- Continue research on cultural responses to globalization

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (3 FTEs and \$319,000)

- Provide curatorial and technical support for continuing renovation of the Natural History Building and the occupation of a new facility at the MSC to re-house 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

Provide a safe and healthy environment to support Smithsonian programs (2 FTEs and \$228,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (12 FTEs and \$1,308,000)

- Maintain desktop and application server support for NMNH functions
- Work with resources provided by the Office of the Chief Information Officer to replace desktop computers on a three-year cycle

- Ensure that all users of the Enterprise Resource Planning (ERP) system have compatible hardware and software to support all transactions
- Create a robust and reliable infrastructure for new online facilities and broader Web programs that support NMNH-specific electronic outreach goals, with a focus on making collections data easily accessible via the Internet, as well as developing important collaborative Web projects such as the Ocean Portal

Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$1,160,000)

- Train all staff responsible for financial, budget, procurement, and human resources transactions to implement the ERP system as it is deployed
- 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

NONAPPROPRIATED RESOURCES — General trust funds support 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 securing 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 support exhibition hall renovation, such as the major gift that is helping to fund the Museum's *Ocean Hall*, which will open in September 2008 along with the first fully endowed Chair at the Museum. The Museum has also received two generous gifts that will fund the *Hall of Human Origins*, scheduled to open in November 2009. Other examples include the Johnson and Hunterdon endowments, which provide all operating support for the Smithsonian Marine Station in Fort Pierce, Florida, in addition to supplying a significant portion of the base funds needed to run the NMNH research station at Carrie Bow Cay in Belize. The endowments also support 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, the Smithsonian Environmental Research Center, the Smithsonian Tropical Research Institute, and collaborators from universities nationwide.

In addition, researchers in the Departments of Mineral Sciences and Paleobiology continue to receive significant amounts of funding from NASA and the NASA Jet Propulsion Lab, in the form of matching funds toward upgrades in equipment that enable NMNH researchers to analyze smaller and smaller particles of extraterrestrial matter, and in the form of support for a variety of research programs dealing with subjects ranging from Antarctic meteorites to the geology of Meishan, China, where evidence for the greatest extinction in the history of life can be studied. The Museum was awarded 70 grants and

contracts in FY 2007, totaling \$13,701,036. These funds support both cutting-edge research and exhibitions, and demonstrate international collaboration in addition to cross-agency collaboration on shared projects and issues. Two significant grants have been awarded to the NMNH for the *Encyclopedia of Life*, an ambitious project designed to organize the totality of information about the world's known species.

In addition to funds received from NOAA for the new *Ocean Hall* slated to open in late FY 2008, NMNH has also received \$350,000 in foundation funds towards the Ocean initiative. Significant funding from the U.S. Air Force and the U.S. Department of Transportation continues to support the bird/aircraft strike hazard program that provides critical data to the FAA and other agencies on the types of birds that can get caught in airplane engines. The Museum's forensic anthropology program continued to receive support from the FBI, and the Museum received funds from the State of California for work on the Tree of Life, specifically on an evolutionary tree of ants, considered to be the world's premier social organisms. Finally, NMNH's leadership in training the next generation of scientists and collections managers received a significant boost from the International Development Bank and the Andrew Mellon Foundation, with funding to implement a collections training initiative designed to strengthen technical and scientific cooperation with Latin American countries.

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 2007 ACTUAL	209	20,878	10	1,041	16	7,321	3	812
FY 2008 ESTIMATE	217	21,708	10	1,100	17	3,953	4	900
FY 2009 ESTIMATE	220	22,554	10	1,100	17	3,953	4	900

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	252	2	267	0	15
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	115	10,149	115	9,834	0	-315
<i>Collections</i>						
Improve the stewardship of the national collections	49	5,884	51	6,024	2	140
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	30	2,261	30	2,686	0	425
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide a safe and healthy environment	4	685	5	774	1	89
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	802	4	862	0	60
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,109	9	1,531	0	422
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	100	0	100	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with Federal, state, and local governments	4	466	4	476	0	10
Total	217	21,708	220	22,554	3	846

BACKGROUND AND CONTEXT

As the Nation's Zoo, the mission of the National Zoological Park (NZP) is to provide leadership in animal care, conservation science, education, and sustainability. The Zoo has outlined an ambitious new strategic plan with the goal of, by 2016, being recognized as the world's finest zoo, providing the highest quality animal care; advancing scientific excellence in conserving wildlife; teaching and inspiring people to engage in conservation of wildlife, water, and habitats; and practicing conservation leadership.

Consistent with the overarching objectives of the Institution, the NZP has established specific goals and performance metrics to fulfill its mission and achieve its vision. The Zoo has set as its highest priority an aggressive, long-range facilities maintenance and revitalization plan that ensures optimal safety and protection of facilities, collections, visitors, staff, and volunteers. This will provide the necessary infrastructure to achieve NZP's programmatic goals. In support of the Smithsonian's goal of Increased Public Engagement, the Zoo will offer compelling, first-class exhibits; judiciously build, refine, and care for its animal and plant collections; and extend the reach of its educational programs, both for the general public and for professionals in the conservation sciences.

To achieve the goal of Strengthened Research, the NZP will expand programs that integrate research on both Zoo animals and species in the wild, resulting in synergies that benefit the health and well-being of both populations, as well as the human societies that interact with these diverse animals. The Zoo will continue to develop strategic partnerships with other Smithsonian units and external organizations to complement its strengths in veterinary medicine, reproductive sciences, and conservation biology. Under the Smithsonian Strategic Science Plan, the Zoo will pursue focused research on life's diversity, including partnership-based and multi-disciplinary studies of extinction-prone species and their habitats.

To achieve the goal of Enhanced Management Excellence, the Zoo will focus on increased attention to safety and health of the staff and collections, continue to apply integrated pest management throughout its facilities, modernize information systems for management purposes and for communicating the Zoo's stories and messages to the public, and enhance the skills of staff and managers to increase their effectiveness. Major improvements already have been made in these and other areas that were cited as concerns in the 2003 Association of Zoos and Aquariums (AZA) accreditation inspection, in the 2003–2006 U.S. Department of Agriculture (USDA) inspection findings, and in the 2004 and 2005 reports of the National Academy of Sciences (NAS). The National Zoo is preparing once again for AZA re-accreditation in 2008.

For FY 2009, the budget estimate includes an increase of 3 FTEs and \$846,000. Included is an increase of \$546,000 for necessary pay for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of 3 FTEs and \$300,000 for animal welfare and staff safety.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the NZP continues to devote significant resources to its animal habitats and the care of the animals in the Zoo — recognizing that 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 safe and enriching environments for all NZP animals at both the Zoo's public exhibitions in Washington, DC's Rock Creek Park and its Conservation and Research Center at Front Royal, Virginia.

Animal exhibits will continue to be upgraded, using the strategy of customizing or tailoring exhibit spaces to reflect the specific needs of the animal species, particularly with regard to their overall welfare and behavioral needs. Each species' behavior and natural history will be considered when designing habitats 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 continue to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. The website provides enhanced content to supplement exhibit content, with a focus in 2009 on developing materials about our exhibit renovations such as for Asian elephants, and to enable people who cannot visit the Zoo in person, due to distance or infirmity, to enjoy a rich, educational virtual experience. Devising better ways to use the website's popular webcams for educational purposes is a priority, as is connecting the public to the Zoo's science and conservation programs through online experiences. In 2007, these efforts included links to an Antarctic Expedition, the Przewalski's Horse Satellite Tracking project, and a dolphin program. In 2007, the website hosted about 13,000 pages and attracted 30 million visitors, maintaining the record-breaking numbers of 2006. Surveys to be conducted in 2009 will guide future development of the website.

Numerous aging or failed exhibit, staff, and visitor areas are being revitalized as the NZP continues renovating and modernizing the Zoo. A priority will be upgrading the inadequate fire-detection and suppression systems throughout the Rock Creek Park and Front Royal facilities. A no-smoking policy was implemented in all public areas and buildings on January

1, 2007, to minimize the risk of fire. In coordination with the Office of Facilities Engineering and Operations (OFEO), a review of the regular maintenance needs of these systems, addition of systems where none currently exists, and replacement of failing systems has been made and incorporated in the Zoo's Facilities Capital Program.

In FY 2007, the NZP assessed the success of Asia Trail I, which opened in October 2006. The feedback from visitors was overwhelmingly positive, especially with regard to the horticultural elements. The Zoo provided programmatic guidance to design and began construction of a new elephant "wing" that incorporates modern science and husbandry requirements into the historic Elephant House, which was built in the 1890s and last renovated in the 1930s. With input from other *in situ* and *ex situ* elephant experts around the world, the NZP has designed a series of habitats for its elephants that will stimulate a variety of natural behaviors and exercise. The Zoo will continue to incorporate and link science into existing and new exhibits, while also increasing the visibility and scope of its conservation efforts through demonstrations, the website, and various other media.

To achieve the goal of Strengthened Research, the NZP continues to address significant scientific and conservation issues of key species and critical habitats by studying animals in the field and in captive environments. The NZP will enhance the integration of science with exhibits, selection and care of the animal collection, educational programs, and the overall facilities master plan. Scientific, curatorial, and veterinary personnel are working together to study the medical needs, reproductive patterns, behavior, habitat use, interaction with people, and populations of numerous threatened and endangered species, including the cheetah, tiger, clouded leopard, black-footed ferret, Przewalski's horse, and Asian elephant. Ongoing studies on these and many other species will help secure sustainable wild and captive populations, and are conducted in collaboration with other scientific zoological and conservation organizations worldwide. NZP scientists will continue to share this research with the public and a wide range of scholars, university researchers, and field biologists, and will use their findings to enhance the health and welfare of the NZP collection and strengthen NZP exhibits as well as educational and outreach programs. The NZP continues to invite students and outside colleagues to participate and collaborate in efforts to increase the Zoo's capacity for scientific research and science-based professional training programs. More than 350 professionals participated in NZP training programs in FY 2007, making the Zoo a major center of conservation-based training.

To achieve the goal of Enhanced Management Excellence, The NZP has increased safety training and set a goal of zero injuries. Zoonotic training

and increased biosecurity protocols have been implemented to minimize health risks to staff and the animal collection. The NZP is aggressively executing its strategic and long-range renewal plans and continuing its modernization and improvement programs in the areas of life, health, and safety of people and animals, animal nutrition (including food distribution), pest management, training, records management, and information technology. In addition, The NZP continually assesses its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the collection, visitors, facilities, and staff. The Zoo's master planning efforts, begun in January 2005, will incorporate the strategic plan, collection and exhibit plans, science priorities, and visitor amenities, and will establish priorities for facility renovation and improvements at both the Rock Creek Park and Front Royal sites.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (2 FTEs and \$267,000)

- Coordinate the many opportunities for learning that exist in the Zoo environment — including exhibit graphics, informal talks provided by volunteer interpreters and keepers, and structured classes, special events, and courses — to encourage audiences of all ages to appreciate the diversity of wildlife and the impact of human behavior on habitats
- Use current and new affiliations and special programs to reach out to students, educators and families, and increase scientific literacy and understanding. The NZP will focus on hands-on, "citizen science" programming to engage the many and diverse communities in both the greater Washington, DC and northern Shenandoah regions. After-school programs will be specifically targeted to engage youngsters in inquiry-based scientific exploration that builds on Zoo-related research
- Respond to the Science Standards of Learning, which increasingly shape the K–12 curricula, by providing case studies that bring to life essential concepts through a variety of tools, including self-guided tours of the Zoo, in-class resources, and videoconferencing opportunities that link classes with Zoo experts
- Provide educational programming built on sound scientific content, with special attention to the contributions that Smithsonian scientists make to understanding wildlife and conservation

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (115 FTEs and \$9,834,000)

- Continue to upgrade fire protection in animal exhibit areas to ensure that exhibits are safe for the Zoo's living collection and the

public and meet the new National Fire Protection Association (NFPA) regulation "Fire and Life Safety for Animal Housing Facilities," which was issued in July 2006

- Continue construction on the Zoo's historic Elephant House facility, habitat, and exhibit
- Improve interpretation, graphics, interactive media, signage, and the overall park presentation, concentrating on the visitor experience to improve cleanliness, amenities, access, and comfort, and incorporate recycling and use of sustainable products
- Replace aging camera systems with newer IP-based and wireless mesh-grid technology that takes advantage of advanced networking features and camera-resolution improvements. Establish a hosted access presence to ensure that growth demands are met as they occur
- Use the collection planning process to increase the size and diversity of the animal collection to strengthen the NZP's exhibition and outreach efforts while identifying priority species deserving research and conservation attention
- Incorporate at least two videos and one live webcam feed from the field into public exhibitions and the public website, www.nationalzoo.si.edu
- Continue the exhibit improvement program to renovate and upgrade existing exhibits, landscapes, and animal habitats, including effective, creative interpretation of the Zoo's science and conservation messages in these areas
- Support the Botanical Garden goal while documenting plant collections and mapping park landscapes

Improve the stewardship of the national collections (51 FTEs and \$6,024,000)

- Improve the stewardship of the collection by providing fire protection and fire safety through upgrading or installing fire-suppression and smoke-detection and evacuation systems, improving the water main distribution system, and upgrading the central control system
- Conduct continual review and training on protocols to minimize the risk to the collection due to fire or other emergencies during and after normal operating hours
- Continue regular preventive medical exams for appropriate animals at both the Rock Creek Park Zoo and the collection at the Front Royal, Virginia, Conservation and Research Center
- Continue to meet the nutritional needs of the animal collection through routine monitoring of diets, improved quality control of daily feedings, and increased centralization of diet preparation

- Continue to update and maintain animal diet database to exceed AZA and other appropriate guidelines
- Conduct annual reviews of all animal diets, food storage, handling and preparation methods, diet presentation, and record keeping associated with nutritional management of the collections
- Monitor effectiveness of centralized commissary operations
- Increase forage production at the Front Royal facility, yielding higher-quality forage over a longer growing season
- Work within the NZP, and with other zoos, to implement and promote the use of the new Zoological Information Management System (ZIMS) as a global database resource for improving animal care and knowledge of animals
- Work within the NZP and with other AZA zoos to develop and implement taxon-based standardized guidelines for animal care as a global resource for improving the care and well-being of wild animals in captivity

Strengthened Research

Engage in research and discovery focused on discovering and understanding life's diversity (30 FTEs and \$2,686,000)

- Continue *in situ* and *ex situ* research on surveillance of wildlife health, disease, emerging infectious diseases, and the interfaces between wildlife, domestic animals, and human health, which is a federal research priority area. Such research will be enhanced by the collections data available through ZIMS
- Build upon the NZP-George Mason University conservation biology program to enhance and expand undergraduate and graduate student training. This includes continuing to explore an increased presence of university activities at the Zoo's Conservation and Research Center
- Work with federal agencies, universities, and nongovernmental organizations, including the AZA, to provide professional training in ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, comparative nutrition, reproductive biology, conservation genetics, wildlife management, and animal behavior
- Serve as expert technical advisors to the U.S. Fish and Wildlife Service, other governmental agencies, and conservation organizations to promote the recovery of threatened and endangered species and their habitats
- Expand ongoing conservation and research efforts for selected endangered species under the auspices of the Conservation Centers for Species Survival (CCSS) consortium (e.g., The Wilds [Ohio], White Oak Conservation Center [Florida], Fossil Rim Wildlife

Center [Texas], and Zoological Society of San Diego [California]) to secure sustainable wild and captive populations

- Provide leadership in advancing the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management, with priorities established by the NZP Science Plan
- Increase the Zoo's collection-based research on Asian elephants, giant pandas and other bears, kori bustards, cheetahs, Sahelo-Saharan antelopes, equids, several species of endangered frogs, Japanese giant salamanders, Pacific giant octopus, Atlantic cuttlefish, tropical Atlantic and Indo-Pacific corals, freshwater stingrays, and electric fishes
- Share research results with the global scientific community by publishing more than 100 peer-reviewed technical publications annually
- Train at least 10 postdoctoral Fellows, 30 graduate students, and 30 undergraduates annually in reproductive sciences and conservation biology
- Work with partners in the National Ecological Observatory Network (NEON) to establish the NSF-funded Mid-Atlantic Regional Ecological Observatory (MAREO) core-site at the NZP Conservation and Research Center in Front Royal, Virginia
- Increase integration of zoo- and field-based research to improve the overall impact of the NZP's conservation and educational programs
- Continue to integrate science at the NZP with animal husbandry, exhibits, and education, especially through the improvements under way in the Asian elephant program and the opportunities now available with the new cheetah breeding and science facility at the Conservation and Research Center

Enhanced Management Excellence

Provide a safe and healthy environment to support Smithsonian programs (5 FTEs and \$774,000)

- Meet or exceed code requirements in all animal holding and human-occupied facilities at both the Rock Creek Park and Front Royal sites. Systems to be installed or upgraded include fire alarms and reporting, fire detection, fire suppression (e.g., sprinklers), smoke evacuation, fire-separation barriers, and emergency lighting and power
- Expand biosecurity practices throughout Zoo facilities to minimize risk of Avian Flu and other diseases among the Zoo collections and transmission of diseases between the collections and the staff
- Continue to assess and monitor animal enclosures to ensure visitor safety

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$862,000)

- Continue to develop ZIMS and other tools which will allow access to a complete information context in remote and field areas
- Monitor implementation of computer security protocols, including regular password changes, to reduce risk of penetration by hackers

Strengthen an institutional culture that is customer centered and results oriented (9 FTEs and \$1,531,000)

- Prioritize NZP facilities projects to ensure the safety of animal collections, staff, and visitors, and to support the implementation of the Zoo's master plan
- Assess the effectiveness of management support to increase efficiency and ensure timely processing of procurement, travel, and other program requirements as well as to meet the Institution's reporting responsibilities

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (\$100,000)

- Enhance the skills of staff, supervisors, and managers to increase their effectiveness

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$476,000)

- Enhance the Zoo's national and international exposure by promoting the Zoo's success stories in science, animal care, and education through regular news releases, photo releases, interviews, and press briefings to local and national news outlets, as well as popular and professional journals and magazines
- Increase the Zoo's credibility with the news media by meeting journalists' needs and answering their queries in a timely, efficient, and productive manner

FY 2009 REQUEST — EXPLANATION OF CHANGE

The FY 2009 budget estimate includes an increase of 3 FTEs and \$846,000. Included is an increase of \$546,000 for necessary pay for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of 3 FTEs and \$300,000 for animal welfare and staff safety. The increases are as follows:

- (+ \$213,000, + 2 FTEs) This increase is requested for animal welfare and staff safety and health. There is only one veterinary technician at the NZP facility at Front Royal, with no backup for days off, weekend coverage, and emergencies. This request for an additional GS-9 veterinary technician enables the Zoo to be more responsive to the medical needs of its growing

animal population without taxing the limits of one individual. The new cheetah breeding and science facility at Front Royal requires a GS-11 biologist to oversee their husbandry and monitor their health and welfare. There is also an increased need for medicines, hospital and pathology supplies, and service contracts.

- (+ \$87,000, + 1 FTE) This increase is requested to provide for a GS-11 safety specialist. Currently, there is no one at the NZP facility at Front Royal to oversee the safety requirements, and safety findings have increased as the size of the collection, number of students, and activities have grown at the Conservation and Research Center.

If the FY 2009 budget request is not allowed, the NZP will not be able to adequately support the health and welfare of the animal collection and the safety findings will continue to increase, putting staff, students, and animals at risk.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of education personnel, general operational support to ensure adequate animal care, science outreach activities, and animal acquisitions. Donor/sponsor-designated funds support the costs related to specific programs and projects, including field and captive studies on Sahelo-Saharan antelopes, cheetahs, giant pandas, Asian elephants, tigers and clouded leopards, ecological studies on migratory birds, and the documentation and monitoring of biodiversity and habitat quality in selected sites around the world. In addition, donor/sponsor-designated funds also support continuing research and conservation training in southern Africa. A large percentage of these funds supplement federal funding for renovating and modernizing the Zoo. Private donations for the Asia Trail II, "Elephant Trails," contribute to a portion of construction costs and support all exhibit interpretive design and implementation. Government grants and contracts support a wide array of scientific studies on the biology and habitats of endangered and threatened species. Government grants presently support field studies on Weddell seals in the Antarctic, reproductive studies on rare cat and canid (dog) species, and the effects of maternal obesity on birth outcomes in marmosets. NZP education, visitor services, and volunteer programs are funded almost exclusively by Friends of the National Zoo (FONZ).

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 2007 ACTUAL	108	23,579	6	2,563	15	2,781	330	84,345
FY 2008 ESTIMATE	113	23,311	6	1,966	3	747	425	85,538
FY 2009 ESTIMATE	113	23,736	6	1,966	3	733	425	85,538

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information to the public	3	700	3	700	0	0
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	105	21,192	105	21,617	0	425
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	540	0	540	0	0
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	5	879	5	879	0	0
Total	113	23,311	113	23,736	0	425

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to advance the public's knowledge and understanding of the universe through research and education in astronomy and astrophysics. SAO engages in cutting-edge research in areas ranging from small, individual projects to

major partnerships with other government organizations and academic institutions, and which involve unique ground- and space-based facilities to study the breadth of the electromagnetic spectrum from radio waves to infrared and visible light to x-rays and the highest energy gamma rays. These varied activities create the distinctively fertile research environment that underpins SAO's success.

Founded in 1890, 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 study astrophysical problems; and the integration of laboratory measurements and theoretical astrophysics. Observational data are gathered at SAO's premier facilities: the Submillimeter Array (SMA) in Hawaii; the 6.5-meter Multiple Mirror Telescope (MMT), the Very Energetic Radiation Imaging Telescope Array System (VERITAS), and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-ray Observatory and the Spitzer Space Telescope); and locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO is a partner in the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory.

During the past 50 years, SAO astronomers and their colleagues have made revolutionary discoveries that have changed our fundamental understanding of the universe and our place in it. We have discovered and examined extrasolar planets, watched as new stars are born, and discovered bizarre remnants of dead stars that emit vast quantities of x-rays. We have determined that the age of the universe is about 14 billion years, and that it is populated with billions of galaxies, many of which have supermassive black holes at their centers. In addition, we have found convincing evidence that most of the matter in the universe is unseen "dark matter," with normal matter comprising less than four percent of the total; and that the expansion of the universe is apparently accelerating, driven by a mysterious and invisible "dark energy." At the same time, SAO astronomers work systematically on the vital basic research that seeks to explain the sun and its x-ray-emitting corona, the nature of the solar system, the abundant elements in our Milky Way galaxy, the gas and dust between the stars, the formation and evolution of galaxies, and other important questions about the nature of the universe. Today, SAO is poised to make the connections between all these discoveries, large and small, and produce a coherent story of the cosmos from the Big Bang to life here on Earth.

SAO's research is unique and world renowned because of the strength of its diverse, expert staff of observers, theoreticians, instrumentalists, and laboratory experimentalists, and because it emphasizes multiple strategies, which draw from the strengths of both small projects and large research centers. Indeed, SAO's extraordinary research success is partly the result of the rich cross-fertilization that its outstanding scholars bring to each other in a climate that nurtures collaborative excellence. SAO's discoveries, and its research leadership, have placed it at the forefront of the new generation of astronomers and astrophysicists. Together with its partner, the Harvard College Observatory, SAO is the top choice of graduate- and postdoctoral-level young scientists. Federal support makes this leadership possible.

For FY 2009, the budget estimate includes an increase of \$425,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SAO will produce and deliver educational services and products that are rooted in SAO research and that meet the educational needs of SAO's audiences. This sustained outreach effort will give SAO increased publicity and recognition.

To achieve the goal of Strengthened Research, SAO scientists will make optimal use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO in Arizona and Hawaii, and space-based telescopes, most notably the Chandra X-ray Observatory, which is operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's partnership with the Harvard College Observatory). In addition, SAO scientists and engineers are leading the science operations team and carrying out a vital science research program in very high-energy astrophysics at the VERITAS telescope in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe, as well as questions about the formation and evolution of Earth and similar planets — two of the four science themes endorsed by the SI Science Strategic Plan.

SAO scientists will continue to take a leadership role in astrophysics by participating in or hosting national and international conferences (e.g., the American Astronomical Society, the International Astronomical Union, and the Astronomical Data Analysis Software and 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*. SAO developed and operates the Astrophysics Data System, which is a world leader in the dissemination of scientific literature.

The goal of Enhanced Management Excellence will be achieved by making SAO's information technology (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 the effectiveness of their efforts to achieve a diverse workforce; and facilitating the use of small, minority, women-owned, and other underused businesses in SAO's procurement and business relationships. These management tools support and enhance SAO's scientific and educational missions.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Provide reference services and information to the public (3 FTEs and \$700,000)

- Expand Web-based reference services for the rapid public dissemination of new SAO research results, reference materials, and information to diverse audiences
- Deliver frequent educational presentations at national, state, and local meetings and conferences
- Develop a traveling exhibition on black holes and organize a national tour
- Increase registrations for school sites participating in professional development provided by the SAO-operated Annenberg Channel
- Present research findings at professional workshops and practitioner conferences and publish papers on educational research
- Carry out Micro-Observatory operations, a remotely controlled telescope network that reaches approximately 100 participating schools and 5,000 public users

Strengthened Scientific Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (105 FTEs and \$21,617,000)

- Maintain a high rate of publishing significant research results in professional journals
- Maintain a high level of leadership and participation at professional meetings

- Seek non-Institution funding to augment support for scientific research
- Leverage Institution funding by sharing resources for large projects, which increases the scope of scientific opportunity and involvement of the research staff
- Use the collection of instruments, facilities, and expert staff at SAO to probe key scientific problems in astronomy, including the nature of extrasolar planets, star and planet formation, the origins of very energetic cosmic rays, the properties of space-time near black holes, the formation of structure in the universe, and the nature of dark matter and dark energy
- Conduct cutting-edge research using SAO's telescopes, including the MMT, SMA, and VERITAS; and NASA's space-based telescopes, including the Spitzer and Hubble Space Telescopes, and the Chandra X-ray Observatory, which SAO now operates on behalf of NASA
 - SAO's Submillimeter Array (SMA) will expand its capabilities with technology that doubles the receiver bandwidth (single-receiver operation), thus nearly doubling the throughput/sensitivity of the Array. This improvement will enable SAO scientists to make unprecedented new studies, including observations of the black hole at the center of the Milky Way and of solar systems developing around other stars.
 - SAO will continue work on the spectacular new instrument, Binospec, and deliver it to the MMT. Binospec will enable researchers to conduct very high-efficiency spectroscopic studies of very faint objects, thereby enabling SAO scientists to study galaxy formation, and to help them characterize the pervasive dark energy in the cosmos.
 - SAO scientists will continue multi-wavelength studies of a variety of cosmic objects, making extensive use of NASA's suite of great observatories (the Hubble and Spitzer Space Telescopes and the Chandra X-ray Observatory) along with other international space missions such as Swift, Planck/Herschel, Suzako, and Hinode.
 - SAO scientists will explore the highest energy processes in the universe with the recently commissioned VERITAS and, when launched, NASA's Gamma-ray Large Area Space Telescope (GLAST) Observatory.
- Develop new scientific instruments which will enable previously impossible investigations
- Develop new computational tools to enable advanced data analysis, data-mining, and theoretical modeling

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (\$540,000)

- Modernize IT systems and infrastructure at SAO
- Participate in the implementation of the Enterprise Resource Planning system
- Review and improve administrative processes

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (5 FTEs and \$879,000)

- Inform staff about SAO research discoveries and progress, scientific prizes and awards, Smithsonian directives, and internal policies and procedures through weekly science reports, quarterly town hall meetings, and SAO-wide electronic messages, as necessary
- Encourage innovation by aggressively pursuing financial resources for internal research and development, and allocating these resources through a competitive, peer-reviewed process
- Increase recruitment of applicants in under-represented categories to increase the size of candidate pools from applicants in those categories. Increased recruitment efforts will help SAO reach its goal of hiring qualified women, minorities, and individuals with disabilities
- Continue SAO's policy, to the maximum extent practicable, of purchasing from small or disadvantaged businesses, veteran-owned, service-disabled businesses, Historically Underutilized Business (HUB) Zone small businesses, and women-owned small businesses

NONAPPROPRIATED RESOURCES — 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. 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. Government grants and contracts come 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.

MUSEUM CONSERVATION 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 2007 ACTUAL	19	3,167	0	36	0	195	0	0
FY 2008 ESTIMATE	24	2,983	0	12	0	32	0	0
FY 2009 ESTIMATE	24	3,047	0	12	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	88	1	89	0	1
Provide reference services and information to the public	1	110	1	113	0	3
<i>Collections</i>						
Improve the stewardship of the national collections	9	1,149	7	1,067	-2	-82
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	8	903	10	1,028	2	125
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	633	4	648	0	15
Modernize the Institution's financial management and accounting operations	1	100	1	102	0	2
Total	24	2,983	24	3,047	0	64

BACKGROUND AND CONTEXT

The Smithsonian's Museum Conservation Institute (MCI) is the center for multi-disciplinary technical research and conservation for all Smithsonian museums, collections, and research centers. MCI combines knowledge of materials and the history of technology with state-of-the-art instrumentation

and scientific techniques to conduct in-depth studies of artistic, anthropological, and historic objects. These studies aim to elucidate the provenance, composition, and cultural context of Smithsonian collections, and to improve Smithsonian conservation and collection storage capabilities. In addition, MCI provides specialized knowledge of natural history and Native American ethnographic collections in assessing and remediating collections hazards, including pesticide contamination.

MCI is the only Smithsonian resource for technical studies and analyses for most of the Smithsonian's collections. These services are available to Smithsonian units at no charge. MCI has unique analytical capabilities and collections knowledge, as shown by requests for consultations from within the Smithsonian, from Smithsonian affiliates, and outside organizations, such as the White House, U.S. House of Representatives, Defense Intelligence Agency, the U.S. Secret Service, World Monuments Fund, and other federal, museum, and academic organizations.

For FY 2009, the budget 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, MCI, in collaboration with Smithsonian museums and affiliates, will offer public programs to present the results of MCI research, heighten awareness of the problems of preserving cultural heritage, and gain information about the nature and scope of problems that our constituencies encounter. In particular, MCI will develop new programming for the public, based on the content of the best-selling book *Saving Stuff* coauthored by an MCI senior conservator. MCI's audiences are increasingly concerned with the preservation of family heirlooms and other artistic and historic collections. MCI will partner with Smithsonian museums and affiliates to offer media events, printed and Internet materials, presentations, workshops, and demonstrations to reach new audiences, especially those that will be targeted by the Institution's newest museums.

In addition, MCI will continue to promote career development for Smithsonian conservators and other collections care providers by offering colloquia, symposia, and workshops, as well as distance-learning opportunities. The Institute's technical information office will continue serving the museum community, the cultural heritage management community, museum studies students, and the public. The technical information office answers direct inquiries and distributes general guidelines

in printed and electronic formats, handling more than 1,500 information requests annually. MCI's website will be maintained and updated to increase the impact of the Institute's research and outreach programs.

The Institute will support the efforts of Smithsonian museums and research centers in their efforts to care for the national collections and disseminate that information to the larger museum community and the public. MCI will pursue collaborative conservation treatment projects with other Smithsonian units to meet these ends, especially by providing conservation guidance and art history technical consultations to the art and history museums on their more challenging and unique objects. Through continuing communication and interaction with the Smithsonian museum conservators, special training needs and research projects will be identified and research and symposia will be developed to address the most urgent collection preservation needs, such as museum environments (involving light, temperature, and humidity) and collections storage.

To achieve the goal of Strengthened Research, MCI will provide increased technical and research assistance to the science units, and art history technical studies and analyses to the art and history museums. MCI will facilitate and support collaborative research projects on modern museum and collection materials such as plastics, biodeterioration, and historical and archaeological technologies. MCI will continue its study of the assessment and remediation of collection hazards. In particular, MCI will provide specialized knowledge and analytical capabilities to natural history and Native American ethnographic collections in assessing and remediating pesticide contamination. In addition, MCI will use its website, publications, hosted symposia, presentations, invited seminars, and lectures to disseminate the results of its long-term basic materials research program.

To achieve the goal of Enhanced Management Excellence, MCI will use its strategic plan to guide allocation of its budgetary and human resources, and to secure additional financial resources for its high-priority programs. Resource allocations will be tracked against performance metrics in each of the strategic areas, and against the needs and strategic goals of the Smithsonian's museums and research centers. MCI will encourage appropriate staff to participate in budget-performance integration, succession management, and leadership development programs.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (1 FTE and \$89,000)

- Offer six presentations, programs, or supporting materials in partnership with Smithsonian museums and affiliates, which are directed toward general audiences to advance their knowledge of and interest in collections care and conservation
- Host three internships/fellowships to advance the knowledge and skills of conservation and science graduate and postdoctoral students
- Offer nine or more training seminars, workshops, or lectures to advance the knowledge and skills of professionals in the museum community

Provide reference services and information to the public (1 FTE and \$113,000)

- Increase the number of webpage hits by 5 percent by updating and adding new information to the MCI website to increase the guidelines and other information readily available to general audiences
- Respond to more than 500 inquiries from Smithsonian staff and the public

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$1,067,000)

- Respond to requests for conservation treatment assistance and consultations from 10 units within the Smithsonian
- Answer 80 requests for technical studies, conservation treatment assistance, and consultations from other Smithsonian units

Strengthened Research

Engage in research and discovery (10 FTEs and \$1,028,000)

- Enable 100 percent of research scientists to disseminate research results through peer-reviewed papers, invited chapters, or full-length proceedings
- Initiate new projects in the technical studies of objects from Smithsonian museums and collections
- Develop research programs in response to high-priority issues in the care of Smithsonian collections
- Provide more than 1,000 analyses/year for other Smithsonian units

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$648,000)

- Focus conservation and science research on MCI's strategic plan, and link to Institution-wide scientific planning processes
- Maintain an excellent working relationship with MCI stakeholders, including Smithsonian museums and research centers, by providing briefings at least annually
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a merit-based process
- Plan for budget-performance integration, succession management, and leadership development, and train staff accordingly

Modernize the Institution's financial management and accounting operations (1 FTE and \$102,000)

- Enable staff responsible for financial, budget, procurement, and human resources (HR) transactions to keep up to date and respond to new policies, procedures, and ERP modules.

NONAPPROPRIATED RESOURCES — Annually, MCI receives non-appropriated resources from gifts and endowments, grants and contracts, discretionary income, and business ventures. These sources provide, on average, \$50,000 for specific programs and projects in research, education, and outreach designated by the donor/sponsor and \$15,000 for general activities at the discretion of the director. In FY 2007, MCI was awarded more than \$70,000 in non-government grants for sponsor-designated research and training of Conservation and Conservation Science Fellows, which will be spent in FY 2008. In FY 2008, MCI will receive \$25,000 through a contract to support costs associated with an exhibit traveling to a Smithsonian Affiliate, and almost \$20,000 in a designated gift for purchase of small equipment. Accrued unit discretionary funds of an estimated \$40,000 will support publication of outreach materials, including a major illustrated book titled *Zinc Sculpture in America: 1850–1950* to be published by the University of Delaware Press, and a small amount of expenses associated with outreach. In addition, The Andrew W. Mellon Foundation has awarded MCI a challenge grant of \$1.75 million. The Smithsonian Institution agreed to match the Mellon grant by raising \$3.25 million in additional funds within four years to establish a restricted endowment of \$5 million. The funds released by the endowment income will remain in the MCI budget for strengthening conservation science research.

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 2007 ACTUAL	30	3,154	1	85	7	728	53	5,778
FY 2008 ESTIMATE	34	3,376	2	150	4	635	51	6,000
FY 2009 ESTIMATE	34	3,461	2	160	4	635	51	6,000

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	97	1	99	0	2
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	26	2,679	26	2,751	0	65
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	412	4	423	0	10
Modernize the Institution's financial management and accounting operations	3	188	3	188	0	8
Total	34	3,376	34	3,461	0	85

BACKGROUND AND CONTEXT

The Smithsonian Environmental Research Center (SERC) is a leader in 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 most 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 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 the goal of Enhanced Management Excellence, SERC will update management systems and functions, advance construction of its long-term Facilities Master Plan through completion of its privately funded Visitors' Housing complex, and ensure the safety and protection of staff, Fellows, volunteers, and visitors.

For FY 2009, the budget estimate includes an increase of \$85,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC has used its website to provide more information to the public about environmental issues in general and SERC's research and education programs in particular. On-site education will focus on serving approximately 15,000 students and members of the general public, with a focus on increasing minority participation. SERC will continue to expand its successful distance-learning programs to improve access for traditionally underserved markets. In addition, SERC will continue the Student Training in Aquatic Research (STAR) academy for high-school students.

SERC has strengthened its public outreach programs and was recently named a member of the National Park Service's Chesapeake Gateways Network. In addition to providing a lecture series, workshops, and expert consultation for the public, teachers, natural resources managers, and public officials, SERC is also now open to the general public.

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 emphasis on developing careers of under-represented minorities.

To address the goal of Strengthened Research, SERC will use its 2,650-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 changes 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 also participates in developing the Smithsonian's Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in using the Smithsonian's long-term field stations to assess ecological patterns and processes. During its 43-year history, SERC has built a reputation for world-class research, producing many publications that are rich in data and multi-disciplinary and integrative in analysis.

By building on existing strengths and special programs, SERC seeks to enhance its successful 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. During the next five years, SERC research on coastal marine ecology will focus on four key, inter-related 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 the ecological regulation of marine biodiversity. SERC seeks to expand its expertise in the ecology of invasive species, and how they affect 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 better management tools for its overhead activities, and ensuring tighter management controls and increased oversight of sensitive information for its employees, volunteers, and others. In addition, SERC will ensure the safety and protection of volunteers, staff, and visitors by sustaining its excellent program of supervised inspections and staff involvement.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (1 FTE and \$99,000)

- Evaluate and enhance, as appropriate, the quality of on-site environmental education programs offered to schoolchildren, teachers, natural resources managers, and the general public, to communicate current research findings and field methods used by Smithsonian scientists
- Develop and implement training workshops for parents and professional educators, which support state and national science learning objectives in the environmental sciences
- Conduct worldwide videoconferences interpreting SERC's environmental research for students, teachers, and the general public in an effort to reach larger and more diverse audiences

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (26 FTEs and \$2,751,000)

Theme: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts on 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 nine areas: species composition and population dynamics; estuarine water quality; ecosystem alteration and restoration; flow of nutrients; effects of toxic trace elements; invasive species; atmospheric increase in CO₂; ultraviolet radiation; and the biocomplexity of mangrove forest ecosystems
- Enhance environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 10 agencies and other sources, to study land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, transport of toxic trace elements and nutrients, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts on coastal ecosystems and ecological change by publishing 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, National Ecological Observation

Network, and the Association of Ecosystem Research Centers), and with Government agencies such as the U.S. Coast Guard, U.S. Fish and Wildlife Service, and the National Oceanic and Atmospheric Administration (NOAA)

- Provide advice and counsel to state legislatures and Congress on environmental issues within 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 by awarding undergraduate internships, supporting graduate students, and postdoctoral scientists, with an emphasis on achieving a target goal of 25 percent participation from under-represented minorities
- Manage long-term, spatial data sets on the environment to evaluate the extent of ecological change

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$423,000)

- Implement SERC's strategic plan, which is formally linked to the Smithsonian Science Strategic Plan and link the strategic plan to SERC's Master Plan (completed early in FY 2008)
- Develop better tracking systems for external grants and contracts to improve their efficiency and effectiveness
- Develop standards and strategies to implement SERC's goal of improved compliance with the Smithsonian Institution Performance Management System

Modernize the Institution's financial management and accounting operations (3 FTEs and \$188,000)

- Ensure appropriate staff training on future modules of the Institution's Enterprise Resource Planning system
- Improve coordination with the Office of Facilities Engineering and Operations' support units such as facilities management, security, and safety offices to meet SERC's programmatic goals
- Strengthen conformity with Smithsonian Institution procedures guiding contracting, procurement, and the Supplier Diversity Program

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 \$6 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 2007 ACTUAL	244	12,482	17	950	39	4,901	18	1,134
FY 2008 ESTIMATE	248	12,405	13	879	33	5,599	14	916
FY 2009 ESTIMATE	248	12,677	13	880	33	5,950	12	520

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	7	301	7	308	0	7
Provide reference services and information	3	85	3	87	0	2
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	109	7,111	109	7,267	0	156
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	4	383	4	391	0	8
Implement an aggressive and professional maintenance program	21	986	21	1,008	0	22
Improve the overall cleanliness and efficient operation of Smithsonian facilities	22	529	22	541	0	12
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	26	647	26	661	0	14
Provide a safe and healthy environment	2	117	2	120	0	3
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	6	309	6	316	0	7

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	12	421	12	430	0	9
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	8	452	8	462	0	10
Modernize the Institution's financial management and accounting operations	13	567	13	579	0	12
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	225	4	230	0	5
Modernize and streamline the Institution's acquisitions management operations	11	272	11	277	0	5
Total	248	12,405	248	12,677	0	272

BACKGROUND AND CONTEXT

The Smithsonian Tropical Research Institute (STRI) is the principal U.S. organization dedicated to advancing fundamental scientific discovery and understanding of biological diversity in the tropics and its contribution to human welfare. STRI plays a critical role for the U.S. Government and the Smithsonian by maintaining world-class research facilities in Panama where last year more than 1,000 resident and visiting scientists representing 44 states in the United States and 40 countries around the world accessed diverse tropical environments, including rain forest and coral reef ecosystems. STRI serves as official custodian for the Barro Colorado Nature Monument (BCNM) in Panama under the terms of the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, ratified by the U.S. Senate in April 1941. The BCNM is the only mainland tropical reserve under U.S. stewardship.

The long-term research conducted by STRI scientists and collaborators is a critical contribution to the Smithsonian Institution's strategic plan "Science Matters" set forth in 2005. The relevance, quality, and performance of STRI scientists is top tier, as evaluated biannually by a Visiting Committee of outside experts. In 2006, the Visiting Committee used National Research Council criteria to measure the productivity and impact of STRI science compared to 142 of the best university research departments in the United States; STRI scientists ranked first in all measures of scientific relevance (e.g., publication citations), quality (e.g., scientific honors), and productivity (e.g., publication numbers). In addition, the number of young scientists who choose STRI as the base for their graduate and postgraduate research training provides an annual measure of the relevance and quality of STRI science to the future of tropical biology and policy. FY 2007 marked the fifth year in a row that the number of

visiting scientists choosing to base their research at STRI has increased, in recent years by as much as 20 percent from the previous year.

As part of its core mission, STRI will begin to transform its network of tropical forest plots into a system of Smithsonian Institution Global Earth Observatories (SIGEO) to monitor the impact of climate change on carbon budgets, nutrient cycling, forest dynamics, and biodiversity in tropical and temperate forests, and to provide these objective and rigorous scientific data quickly via the World Wide Web to scientists, policy makers, and people around the world who need to make informed decisions. SIGEO will extend a well-established network of 20 research plots in 15 countries named the Center for Tropical Forest Science (CTFS), which is administered by STRI. STRI established the first CTFS/SIGEO plot in 1980 and since that time directs 7 FTEs and \$608,000 per year in SI federal funds and more than \$38 million from other federal and private sources toward the global network of Earth observatories. Each plot is managed in each country by one or more partner institutions and the SIGEO network involves hundreds of scientists from around the world.

Although tremendous advances in tropical forest research have resulted from more than 27 years of research, SIGEO can make an even larger contribution through monitoring the effects of anthropogenic increases in atmospheric CO₂ and general air pollution on tree growth and related biodiversity measures at local, regional, and global scales; extend its studies to the temperate zone; and, in addition to continuing its long-term monitoring of trees, begin standardized global censuses of key organismal indicators of environmental health. Efforts funded with private support will link climate change expertise across Smithsonian science units, such as the Smithsonian Environmental Research Center (SERC) and STRI, and, as funding becomes available, will also include the National Zoological Park's (NZP) Conservation and Research Center (CRC), the National Air and Space Museum (NASM), National Museum of Natural History (NMNH), and the Smithsonian Astrophysical Observatory (SAO) in a concerted effort to dramatically improve our understanding of the environment.

The FY 2009 budget estimate includes an increase of \$272,000 for mandatory pay increases for existing staff funded under this line item.

MEANS AND STRATEGY

Smithsonian science aims to initiate the transformation of the STRI/CTFS network of tropical forest plots into a system of SI Global Earth Observatories (SIGEO) through a private-public partnership that will require, in the long term, an infusion of federal support to provide necessary continuity.

Future federal investment will be required to ensure that SIGEO can recruit the number and caliber of scientists required to provide long-term, reliable oversight of the network and data quality; make fundamental observations regarding the nature of forest change over time; and develop a predictive science capable of informing policy makers of the potential consequences for forests of global climate change and biodiversity loss. The need for these staff positions results from the success of the CTFS network, which has grown in global representation and in the sheer quantity of data collected, maintained, distributed, analyzed, and interpreted. Some of the new scientists will be responsible for the long-term quality, reliability, and consistency of the data across the different forest plots in the network. Other scientists will be responsible for maintaining the distributed network database and for developing the database tools, analytical approaches, and the predictive environmental science required to take full advantage of the SIGEO.

It is worth noting that the network is extremely well used by independent, university-associated faculty and network partners; thus, the SIGEO leverages huge intellectual horsepower. More than 200 scientists have published research from the CTFS data sets, attesting to the broad usability and benefits of the network. One measure of this effective leveraging is the large number of National Science Foundation (NSF) funded research projects based within the network. Also, Harvard and Yale universities have pledged \$8 million, in addition to \$10 million pledged from a single private donor, to support the network for the next five years, maintain partnerships with SIGEO, and strengthen the network's basic and social research programs. Initially, SIGEO will establish a Global Carbon Research Program to provide *in situ* measures of above- and below-ground carbon and its change over time in response to rising levels of carbon dioxide (CO₂). A recent publication by SIGEO scientists, using 25 years worth of data from two forest plots (Barro Colorado Island, Panama and Pasoh, Malaysia), has shown that, despite increased atmospheric carbon fertilization, the growth rates of tropical forest trees have decreased, perhaps in response to global warming. Objective long-term data from a global network of forest plots provide critical empirical data for modeling carbon dynamics in the future, and permit direct measurement of the effectiveness of efforts to reduce carbon emissions.

In FY 2009, SIGEO will expand the CTFS program to the temperate zone. Tropical and temperate forests are believed to behave differently with regard to carbon, owing to differences in seasonality and other climate factors. Currently, no temperate-zone forest plots follow the same methodology as the tropical plots but the SIGEO initiative will take advantage of long-term forest plot-associated research at SERC, located in the Chesapeake Bay watershed in Maryland, to quickly establish a series of large-scale temperate plots that will permit direct comparison to the forests in the tropical plot network.

Partnerships in temperate China and Europe are being developed to help expand temperate-tropical and temperate-temperate comparisons to a global scale. The Hong Kong Shanghai Bank (HSBC), a major donor, has recently formed a climate partnership with the Smithsonian and the environmental organization Earthwatch Institute to establish a regional training center on climate change at SERC. Furthermore, the National Zoo's Conservation and Research Center is currently a candidate as one of the National Ecological Observatory Network (NEON) sites, which provides a tremendous opportunity for cross-fertilization and synergy between SIGEO and NEON, which may lead to the establishment of forest plots at other NEON sites.

SIGEO will directly support the 2007 Administration Research and Development Environment priority to improve the nation's "ability to observe, model, assess, and adapt to impacts of climate change and to assure the availability of critical long-term climate data." The expanded methodology and objectives of SIGEO will ensure even better observation, data, and models in the future.

In the environmental sciences, the CTFS stands as one of the premier U.S.-led international partnerships, and SIGEO aims to integrate the SI network of forest dynamics plots with the U.S. Group on Earth Observations (USGEO) and toward implementation of an international Global Earth Observation System of Systems (GEOSS) to further advance the progress of science across borders. SIGEO contributes to fulfilling the strategic plan of the U.S. Climate Change Science Program (CCSP) and addressing its proposed FY 2009 priority of reducing scientific uncertainty about potential effects of climate change on ecosystems. The Smithsonian collaborates with the Environmental Protection Agency (EPA), United States Geological Survey (USGS), U.S. Department of Agriculture (USDA) Forest Service, the National Oceanic and Atmospheric Administration (NOAA), and the National Aeronautics and Space Administration (NASA) in the context of Global Earth Observatories. SIGEO promotes large-scale environmental monitoring and maintains enormous banks of data and metadata, which help galvanize advanced data networks and sophisticated analyses, extending from single forest plots to outer space.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (7 FTEs and \$308,000)

- Engage and inspire diverse audiences in a lifelong exploration and understanding of science through high-quality public programs at four STRI sites, and with tools based on the Institute's research, such as exhibits in Panama's Biodiversity Museum set to open in 2009
- Continue to provide *in situ* research training opportunities by increasing the number of postdoctoral fellowships and internships

Provide reference services and information to the public (3 FTEs and \$87,000)

- Increase the amount of the scientific data available on the World Wide Web to make research results accessible to scientists, policy makers and the public
- Provide reference services and information derived from ongoing research to the public through the STRI library

Strengthened Research

Engage in research and discovery focused on biological diversity and human culture (109 FTEs and \$7,267,000)

- Begin to transform the CTFS network monitoring forest dynamics at 20 sites in 15 nations into the system of SIGEO to develop a predictive science of global change and biodiversity
- Initiate experiments to quantify the ecosystem services provided by tropical forests (e.g., quality and quantity of water and carbon) in the Panama Canal watershed
- Use DNA-based studies to increase understanding of the ecology and evolution of forests with high biodiversity and their functional responses to climate change
- Begin to develop predictive models for the roles of temperate and tropical forests in the global carbon cycle and their likely impact on climate change
- Publish at least 250 books and scientific papers in peer-reviewed journals to share research results with the scientific community worldwide on the origins, maintenance, and loss of tropical biodiversity
- Facilitate tropical research for at least 900 visiting scientists and students working in STRI facilities, including projects funded by the NSF and the National Institutes of Health (NIH)
- Continue to strengthen the SI Marine Science Network collaborative projects on marine environments, such as on coral reefs and mangroves in the tropical eastern Pacific Ocean and Caribbean Sea,

to better understand their diversity, vulnerability, and conservation opportunities

- Build inter-unit, inter-agency, and international coalitions through collaborative projects, meetings, and workshops conducted at STRI facilities
- Take advantage of Panama Canal expansion work to obtain fossils that can allow STRI to reconstruct the diversity of plants and animals before, during, and after the rising of the Central American isthmus
- Continue archaeological research aimed at revealing the importance of prehistoric tropical societies in New World cultural development
- Develop improved understanding of human occupation in neotropical forests, from the first colonization 15,000 to 11,000 years ago

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (4 FTEs and \$391,000)

- Continue to execute plans to revitalize Gamboa facilities as an integrated educational and research center that meets current safety and laboratory standards

Implement an aggressive and professional maintenance program (21 FTEs and \$1,008,000)

- Advance structural assessment of STRI facilities to ensure their continued safe and effective use for tropical research and education

Improve the overall cleanliness and efficient operation of Smithsonian facilities (22 FTEs and \$541,000)

- Conduct regular monitoring of all facilities, including buildings, vessels, vehicles, and docks, to ensure their safety and operational capacity to conduct ongoing research

Provide world-class protection for Smithsonian facilities, staff, visitors, and volunteers (26 FTEs and \$661,000)

- Provide additional surveillance of contractors participating in the Panama Canal expansion, from the perspective of safety, security, and logistics, to ensure continued effective operations at the Barro Colorado Nature Monument

Provide a safe and healthy environment (2 FTEs and \$120,000)

- Bring STRI facilities into compliance with recognized safety standards to ensure safety and protection of staff, visitors, volunteers, collections, infrastructure, and equipment

Modernize the Institution's information technology systems and infrastructure (6 FTEs and \$316,000)

- Increase information-sharing within the Institute via improved connectivity between STRI facilities through the Local Area Network (LAN) system

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$430,000)

- Increase internal customer satisfaction (i.e., STRI staff and visitors) by streamlining the acquisitions process and adopting the Enterprise Resource Planning (ERP) system for financial, budget, procurement, and human resources management

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (8 FTEs and \$462,000)

- Update the STRI local salary scale to attract and retain the best bilingual employees in a highly competitive market due to the improving local economic situation (e.g., growth of tourism and mega-projects)

Modernize the Institution's financial management and accounting operations (13 FTEs and \$579,000)

- Advance modernization of financial management and accounting operations by continuing training and development of staff

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$230,000)

- Conduct targeted seminars and visits to research sites for journalists and policy makers to keep them informed about relevant research discoveries

Modernize and streamline the Institution's acquisitions management operations (11 FTEs and \$277,000)

- Review current acquisition practices for cost effectiveness and client satisfaction, and propose alternatives adhering to established policies

NONAPPROPRIATED RESOURCES — General trust funds support salaries for a small percentage of STRI employees involved in research, public outreach, and fund raising. Donor/sponsor-designated funds support specific programs and projects to investigate key indicators of global environmental health. Donor-designated support includes an endowed staff position in tropical paleoecology that studies past climates and environments in the tropics, postdoctoral positions that study the relationship between brain size and behavioral complexity, and postdoctoral fellowships in tropical marine biology, using STRI's Bocas del Toro field station.

Government grants and contracts support programs such as the Panama International Cooperative Biodiversity Group (ICBG), funded by the NIH and administered by STRI, which conducts innovative biomedical research and training, and monitors wildlife that could be carriers of avian influenza and other animal-borne diseases.

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 2007 ACTUAL	60	9,182	32	4,655	15	3,974	3	519
FY 2008 ESTIMATE	65	9,539	34	4,689	16	4,841	3	247
FY 2009 ESTIMATE	65	9,720	34	4,513	16	4,891	3	182

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	11	1,026	10	1,057	-1	31
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	42	4,816	42	4,934	0	118
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	5	2,283	5	2,300	0	17
Ensure the advancement of knowledge in the humanities	0	633	0	633	0	0
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	7	781	7	718	0	-63
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	0	1	78	1	78
Total	65	9,539	65	9,720	0	181

BACKGROUND AND CONTEXT

Smithsonian Across America is the outreach strategy of the Institution, linking its national collections, research, and educational resources with Americans from coast to coast. Its aims are to 1) broaden the audiences who

share in the nation's rich cultural heritage; 2) enhance widespread research-based knowledge of science, history, and art; and 3) provide opportunities for educators and scholars to further increase and diffuse knowledge.

In FY 2007, outreach programs served millions of Americans, thousands of communities, and hundreds of institutions in all 50 states, through loans of objects, traveling exhibitions, and sharing of educational resources via publications, lectures and presentations, training programs, and websites. Smithsonian outreach programs work in close cooperation with Smithsonian museums and research centers, as well as with 150 affiliate institutions and others across the nation.

This line item includes the programs that provide the critical mass of Smithsonian Across America outreach activity: the Smithsonian Institution Traveling Exhibition Service (SITES); Smithsonian Affiliations; the Smithsonian Center for Education and Museum Studies (SCEMS); the Office of Research Training and Services (ORTS); and the Smithsonian Institution Scholarly Press (SISP). The Smithsonian Associates and the National Science Resources Center, which receive no direct federal funding, are also part of this national outreach effort.

The FY 2009 budget estimate includes an increase of \$181,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Smithsonian Institution Traveling Exhibition Service (40 FTEs and \$4,643,000) — SITES' success in traveling exhibitions that capture the vastness of Smithsonian collections and research reflects the Smithsonian's FY 2009 performance plan goal of Increased Public Engagement. More than 55 different exhibits will feature topics as varied as historic cockpits, the Muppets and soil ecology. The exhibitions will travel to hundreds of communities, in cities and towns, in all 50 states.

SITES is a national leader in exhibitions that honor and celebrate the cultural heritages of African Americans, Latinos, Asian Pacific Americans, Native Americans, and the many other peoples who make up the nation. Significant FY 2009 resources will be dedicated to this focus, energizing public involvement through such exhibitions as *Becoming American: Teenagers and the Immigrant Experience*; *Beyond Baseball: The Legacy of Roberto Clemente*; *Exit Saigon, Enter Little Saigon*; *Freedom Sisters*; *Native Words, Native Warriors*; and *Let Your Motto Be Resistance*, the premier exhibition of the Smithsonian's new Museum of African American History and Culture.

SITES' groundbreaking Museum on Main Street (MoMS) program continues to enrich in a tangible way the underserved populations of rural America, whose access to national cultural programs is profoundly limited. Nowhere is civic engagement with the Smithsonian more visible than when small-town USA opens a MoMS exhibit. In FY 2009, *Journey Stories*, which chronicles the myriad lively and sometimes accidental ways immigrants settled in America, will open in communities stretching from North Dakota to Mississippi.

SITES could not be true to its mission of sharing the fullness of the Smithsonian contributions with people outside of Washington if its exhibitions did not showcase the pioneering research of Smithsonian scientists. A blockbuster exhibit about soil ecology, *Dig It!* will begin a national tour of major science centers and natural history museums in FY 2009, and smaller venues will benefit from a poster set exhibit that surveys planet Earth from space. It will be made available through a mass-distribution partnership with the United States Geological Survey.

While Americans may know the Smithsonian from one-time school trips or family visits, the presence of the Institution's treasures on their home town turf has a deeper resonance. In this way, SITES exhibitions embody the positive public impact of the federal dollar. They are a source of immense local pride, rallying community spirit and bringing together people from diverse ethnic, age and socio-economic groups to celebrate a shared national heritage.

Smithsonian Affiliations (2 FTEs and \$291,000) — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the display of Smithsonian artifacts and expertise to communities across America. By working with both emerging and well-established museums of diverse sizes, subject areas, audience bases, and scholarly disciplines, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their own communities. In addition, the Smithsonian is working closely with affiliated organizations to increase their audiences, expand their professional capabilities, and gain greater recognition in their local communities.

These strategies have resulted in the display of more than 7,000 Smithsonian artifacts in Affiliate locations, including items such as historic spacecraft, First Ladies' gowns, Civil War arms and uniforms, outdoor sculptures, scientifically significant mineral collections, and many more. Smithsonian scholars have participated in science literacy, American history, and art education programs at Affiliate locations. Professional development

workshops, internships, and visiting professional residencies have given Affiliates the opportunities to increase their knowledge and skills in areas such as collections management, exhibition planning, and museum administration. The Smithsonian Affiliations' annual conference creates a forum for networking, information sharing, and future planning.

Smithsonian Center for Education and Museum Studies (14 FTEs and \$1,486,000) — The mission of SCEMS is to increase the Smithsonian's impact as an educational organization by leading Institution-wide initiatives, creating networks, and offering programming. In FY 2006, the Center established a long-term alliance for the Smithsonian with state education officials to provide the basis for developing new Smithsonian educational resources and ensuring their widespread use. In FY 2009, the Center will continue to strengthen this alliance by collaborating with Smithsonian teacher-Fellows designated by the state officers and providing professional development for state teachers of the year.

The national outreach importance of the Center's website, www.SmithsonianEducation.org has continued to grow. To make this a more effective portal to all of the Institution's educational resources, the Center has updated, abstracted and indexed all resources identified by the units as having relevance to school curricula, and made them easily accessible via a search engine. In addition, all of the resources have been correlated to the standards of learning in all 50 states, thereby greatly increasing their usefulness to teachers. The Center works with all of the units to keep the website content current and relevant, and maintains feedback features that capture public opinion on the content relevance and quality. In FY 2009, the Center will increase the site's content for non-school, informal learning contexts.

To complement its many professional development workshops and institutes, in FY 2009 the Center will expand the content of SmithsonianSource.org, its professional development and distance-learning website for history teachers.

In FY 2007, the Center implemented a system to standardize and aggregate information about educational activities throughout the Institution. In FY 2009, the Center will coordinate the project with SI-wide data gathering systems.

Office of Research Training and Services (5 FTEs and \$1,920,000) — To meet the goal of Strengthened Research and maintain the Smithsonian's level of expertise in the research community, the Institution must continue to attract the best scholars. Increasing fellowships stipends to provide awards

at the level of other prestigious awards — generally \$42,000, plus a research allowance of \$3,000 for postdoctoral fellowships — will enable the Smithsonian to stay competitive and attract the best candidates.

In recent years, many internal funding sources at the Smithsonian have been diminished. However, there is a genuine need to rebuild the funding available to the Institution's Scholarly Studies Program so that the Smithsonian will have the resources necessary to help today's young scientists become the next generation's top researchers. In addition, current staff need funds to develop new research initiatives, collaborate with other scholars, and establish the scope and feasibility of projects. Members of the research community see the Smithsonian as a seed bank for research specialties. To maintain this position, ORTS, through the Scholarly Studies Program, will need to regain the level of funding that was provided in years past.

External funding is often very competitive, and in some cases, the Institution's researchers are not eligible. Awards given through the Smithsonian Scholarly Studies Program provide basic funding for new research projects, especially when external funding is not available. Although these awards help develop research concepts, they are not large enough to fund long-term research requiring two to four years to complete. In recent years, the Scholarly Studies Program has provided start-up funding for major research at the National Zoo, and two of these efforts received additional five-year funding from the National Institutes of Health to continue the research. New research initiatives include:

- improving cryopreservation technologies in rare and endangered species
- the study of Earth-like planets around other stars
- determining the impact of reduced genetic diversity on male reproductive function

Smithsonian Institution Scholarly Press (4 FTEs and \$1,380,000) — Through the Contributions and Studies Series Program, continuously published since 1875, SISP 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, marine sciences, paleobiology, zoology, visual and material culture, and history and technology. Furthermore, federal resources will underpin the publishing of scholarly books written by Smithsonian staff or books closely related to Smithsonian collections.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (10 FTEs and \$1,057,000)

- Manage the Smithsonian internship program, providing 1,000 college students with internship placements, training, and enrichment opportunities
- Publish a teachers' magazine based on Smithsonian research collections, and distribute it to every elementary and middle school in all 50 states (approximately 82,000 schools)
- Provide professional development for an audience of 3,000 museum and classroom educators through workshops, special events, and learning institutes
- Maintain www.SmithsonianEducation.org, a central education website for teachers, families, and students; <http://intern.si.edu>, a central website for intern applicants and current interns; <http://museumstudies.si.edu>, a resource site for museum professionals and museum studies students; and www.SmithsonianSource.org, a complex, Institution-wide, multi-media website. These websites are expected to reach three million visitors
- Provide quality public programs that have, on average, an outstanding rating on a poor–fair–good–outstanding–excellent scale

Offer compelling, first-class exhibitions and other public programs at Smithsonian museums and across the nation (42 FTEs and \$4,934,000)

- Arrange tours of at least three exhibitions from the National Museum of American History to guarantee public access to national collections while the Museum is under renovation
- Arrange tours of three exhibitions about African American cultural history to introduce the public to the richness of the Smithsonian's new National Museum of African American History and Culture
- Arrange tours of four new exhibitions that honor and celebrate the cultural heritages of Latinos, Asian Pacific Americans, Native Americans, and new immigrant groups in the United States
- Launch one new exhibit and add 50 small towns to the number of locations that participate in MoMS, the SITES program that sends Smithsonian exhibits to rural America
- Launch two new exhibits from the National Air and Space Museum to respond to public demand for exhibitions on aviation and space subjects

- Develop tours for two blockbuster exhibits from the National Museum of Natural History and the National Zoological Park on the subjects of earth science and zoology
- Increase network of Affiliates to include all 50 states. There are 11 states remaining
- Coordinate with other Smithsonian units on the expansion of services, including artifact loans, traveling exhibitions, cultural and educational programs, and professional development opportunities, to more than 50 percent of Affiliates

Strengthened Research

Engage in research and discovery (5 FTEs and \$2,300,000)

- Increase stipend levels and research allowances to stay competitive in science to attract a new generation of scholars
- Offer multi-year fellowships in the areas of systematics, paleobiology, ecology, and biology research
- Support scholarly science research
- Support a robust scholarly publishing program focused on the Contributions and Studies Series Program, scholarly books, and research conducted by scientists, researchers, and curators in the different SI museums and units
- Publish up to 15 volumes each year in the Contributions and Studies Series and between 10 and 13 scholarly books
- Expand the reach of the Smithsonian Institution's past studies and scientific contributions by digitizing and making available on the SI Scholarly Press website all legacy volumes of the Contributions and Studies Series as well as all forthcoming volumes
- Support editorial boards that oversee a centrally managed competitive proposal process for scholarly publications and books

Ensure the advancement of knowledge in the humanities (\$633,000)

- Increase the number of awards and stipend levels offered to scholars studying humanities
- Continue support for scholarly research in the humanities

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (7 FTEs and \$718,000)

- Implement the audience data reporting system to collect education data from Smithsonian museums, research centers, and outreach offices
- Convene programs for Smithsonian staff that will foster a learning community around education topics
- Establish an Institution-wide national education outreach strategy to reach the nation's schools by working with leadership at the

U.S. Department of Education and the heads of education in all 50 states

- Align Smithsonian educational resources with the standards of learning in all 50 states, and make these resources publicly available through interactive Web applications
- Improve management of reporting taxable income for Fellows
- Ensure that current policies and procedures are appropriate for processing fellowship and internship appointments and stipend payments
- Review current human resources policies and procedures to implement new changes to the Human Resources Management System (HRMS)

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$78,000)

- Convene an Institution-wide committee as well as working groups to foster collaboration and promote diverse public programming

NONAPPROPRIATED RESOURCES — General trust funds provide support to defray the costs of staff salaries and benefits, fund raising, exhibition design and production, publications, materials, outside specialists, and contractual services. Donor/sponsor-designated funds cover 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 2007 ACTUAL	23	2,621	21	3,097	0	8	0	0
FY 2008 ESTIMATE	23	2,106	21	2,907	0	8	0	0
FY 2009 ESTIMATE	23	2,161	21	2,903	0	8	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information to the public	10	769	10	791	0	22
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	1	51	1	51	0	0
Enhanced Management Excellence						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	12	1,286	12	1,319	0	33
Total	23	2,106	23	2,161	0	55

BACKGROUND AND CONTEXT

The Office of Communications consists of three departments: the Office of Public Affairs (OPA), the Visitor Information and Associates' Reception Center (VIARC), and the Office of Government Relations. For FY 2008, the Smithsonian Photographic Services, previously part of OPA, has merged into the Smithsonian Institution Archives.

OPA coordinates public relations and communications in conjunction with museums, research centers, and offices to present a consistent and positive image of the Institution. The Office develops programs to advance the Institution's objectives and acquaints the public with research, exhibitions, public programs, and other Smithsonian activities by working with the news media and issuing publications for staff and the public. OPA extends the Institution's communication message to the Web by overseeing content on the central and press room websites. OPA also works with units throughout the Institution to establish and maintain guidelines and standards.

VIARC seeks to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate the goal of Increased Public Engagement by promoting participation in the Institution's programs and activities. VIARC also advances the goal of Strengthened Research by providing behind-the-scenes volunteers who assist staff in performing their research.

The FY 2009 budget estimate includes an increase of \$55,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, OPA directs its resources to nationwide mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising. OPA publishes the Smithsonian annual report, visitors' brochures, and *Inside Smithsonian Research*, a newsletter devoted to scientific research. It also publishes *The Torch*, a monthly newspaper, and *Blue Bulletin*, a biweekly newsletter, to keep employees informed about Smithsonian staff projects and events at the Institution. OPA has primary responsibility for extending the Institution's communications message to the Web by overseeing content on the central and press room websites, and by working with units throughout the Institution to establish and maintain guidelines and standards.

VIARC advances the goal of Increased Public Engagement by disseminating information about public programs, exhibitions, events, and collections. VIARC has content responsibility for four segments of the Smithsonian website: Visitor Information, Events, Exhibits, and *Encyclopedia Smithsonian*. In addition, VIARC provides oversight and scheduling of information and end-panel placement for about 20 information signs on and near the National Mall; seven-day, year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and seven-day supervision of volunteer and staff information specialists at 15 museum information desks; operation of public inquiry mail and telephone information

services, including the main Smithsonian telephone number; operation and oversight of the Castle Docent Program; and outreach to the local, national, and international tour and travel industries. VIARC oversees approximately 2,000 volunteers throughout the Smithsonian, representing one-third of the Smithsonian volunteer corps.

VIARC advances the goal of Strengthened 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 achieve Enhanced Management Excellence, OPA 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 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Provide reference services and information to the public (10 FTEs and \$791,000)

- Develop and maintain an integrated plan for communications, advertising, and marketing for the Institution to reach both general and target audiences
- Continue the Institution's targeted outreach campaign to traditionally underserved audiences, through radio stations (in English and Spanish), weekly newspapers, newsletters, and posters
- Recruit approximately 125 new volunteers to address normal volunteer attrition at the units' Visitor Information desks, and to accommodate the 2008 scheduled re-opening of the National Museum of American History
- Continue to provide accurate and timely information about Smithsonian events, activities, and exhibitions through 15 museum information desks and the Telephone Information Services Program in the Castle
- Update the visitor information database at least once daily
- Maintain and update VIARC's content on the Smithsonian website to ensure the timeliness and accuracy of information

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (1 FTE and \$51,000)

- Recruit approximately 300 Behind-the-Scenes volunteers in FY 2008 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements

Enhanced Management Excellence

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (12 FTEs and \$1,319,000)

- Support the Board of Regents' Governance and Nominating Committee
- Respond to all media inquiries in a timely manner with accurate, concise information, generally within 24 hours
- Initiate positive stories to various media, including stories about exhibitions, research, facilities, new acquisitions, and staff
- Organize events specifically for journalists
- Publish a monthly employee newspaper, *The Torch*, and the biweekly online staff newsletter, *Blue Bulletin*

NONAPPROPRIATED RESOURCES — General trust funds support 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 2007 ACTUAL	1	7,251	0	0	0	0	0	0
FY 2008 ESTIMATE	0	6,839	0	0	0	0	0	0
FY 2009 ESTIMATE	0	7.839	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	1,121	0	1,121	0	0
<i>Collections</i>						
Improve the stewardship of the national collections	0	1,878	0	2,878	0	1,000
Strengthened Research						
Research						
Engage in research and discovery	0	1,614	0	1,614	0	0
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	2,226	0	2,226	0	0
Total	0	6,839	0	7,839	0	1,000

BACKGROUND AND CONTEXT

Since 1993, Congress has approved the creation of the following four Institution-wide funding programs:

- Research Equipment Pool
- Latino Initiatives Pool
- Collections Care and Preservation Fund
- Information Resources Management Pool

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: the Research Equipment Pool to support the units' needs for state-of-the-art research equipment, and the Information Resources Management (IRM) Pool to systematically address information technology (IT) needs throughout 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. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. The FY 2006 appropriation included an increase of \$1 million to establish another Institution-wide program — the Collections Care and Preservation Fund (CCPF). The CCPF provides resources for the highest priority collections management needs throughout the Institution to improve the overall stewardship of Smithsonian collections. Like the other pools, CCPF resources are distributed annually to Smithsonian units on a competitive basis.

The FY 2009 budget request for Institution-wide programs includes an increase of \$1,000,000 for the Collections Care and Preservation Fund.

ADDITIONAL BACKGROUND AND CONTEXT — COLLECTIONS CARE INITIATIVE

Smithsonian collections are a national and global resource accessed each year by millions of visitors and researchers who use traditional methods and cutting-edge technologies to explore subjects from aeronautics to zoology. Through its collections, the Smithsonian presents the astonishing record of American and international artistic, historical, cultural, and scientific achievement, with a scope and depth that no other institution in the world can match. Collections are acquired from tropical rainforests, archaeological sites, everyday life, the depths of the oceans, and extraterrestrially. Whatever the source, the objects and specimens are preserved and maintained for public exhibition, education, and study.

Currently, Smithsonian museum collections total 137.1 million objects and specimens. In addition, the holdings of the Smithsonian include 1.5 million library volumes, including rare books, and 89,000 cubic feet of archives. Among the vast collections are irreplaceable national icons, examples of everyday life, and scientific material vital to the study of the world's scientific and cultural heritage. The scope is staggering: from a magnificent collection of ancient Chinese bronzes to the Star-Spangled Banner; from a 3.5-billion-year-old fossil to the Apollo lunar landing module; from insects and meteorites to paintings and memorabilia of the U.S. presidency. As the steward of the national collections, the Smithsonian has a unique responsibility to manage and preserve the collections held in trust for the public. This responsibility of preserving and making collections accessible is an historic tradition at the Smithsonian. The

scope, depth, and unparalleled quality of these collections make it imperative to ensure that they are properly preserved and made accessible for current and future generations to enjoy and study.

Moreover, Smithsonian collections have a unique and significant role in addressing scientific and societal issues of the 21st century. For example:

- Scientific collections acquired a century or more ago are being used today to address challenges facing society, including global warming, invasive species, and deadly diseases such as Avian Flu.
- Smithsonian collections contribute to population recovery of endangered species, advances in reproductive biology, genome resource banking, medical research, forensic analysis, bio-security, and conservation policy worldwide.
- The encyclopedic collection at the National Museum of Natural History (NMNH) is an essential resource for scientists worldwide studying the earth sciences, the biological world, and human origins and cultures.

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and electronic formats directly affect the Smithsonian's ability to make collections available to scholars and the general public worldwide. Because collections care is fundamental to the Smithsonian's mission, there is a critical and urgent need for new resources to accomplish basic collections management activities for accountability, preservation, and accessibility of the collections.

During 2004–2005, the Smithsonian participated in the Heritage Health Index (HHI), a nationwide survey that documented the condition and preservation needs of the nation's cultural and scientific heritage. The survey found that Smithsonian collections are at risk of damage, deterioration, or loss due to declining resources for basic collections care that have resulted in substandard or insufficient storage, inadequate object housing, and adverse environmental conditions. The survey documented the following statistics:

- One-third of Smithsonian collections space is below acceptable quality
- Seventy-seven percent of Smithsonian units have experienced damage to their collections due to improper storage
- Seventy-five percent need additional collections space to accommodate all collections safely and appropriately

In FY 2009, the budget request includes an increase of \$1,000,000 for the collections care initiative to continue making improvements in the stewardship of Smithsonian collections.

MEANS AND STRATEGY — RESEARCH EQUIPMENT POOL

The Smithsonian's ambitious research agenda requires appropriate equipment to reach its goals. This basic equipment infrastructure requires regular maintenance, upgrades, and routine replacement. With the current allocation, the Institution will strive to address these needs.

MEANS AND STRATEGY — LATINO INITIATIVES POOL

To achieve the goal of Increased Public Engagement through research and education initiatives, the Latino Initiatives Pool provides annual funding for Smithsonian programs that focus on U.S.-Latino experiences and contributions to science, history, art, music, and society. Pool funds enhance programs supporting exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrate effective deployment of the pool funds, other Smithsonian resources, and external funding.

MEANS AND STRATEGY — COLLECTIONS CARE INITIATIVE

To achieve the goals of Increased Public Engagement and Enhanced Management Excellence, resources will be applied to address the most critical collections needs in the two main areas: the Collections Care and Preservation Fund and the IRM Pool for collections information systems.

The collections care and preservation resources will enable the Smithsonian to conduct an Institution-wide collections assessment program, preserve collections, and store them in better conditions for use, while the collections information systems resources will continue the digitization of collections information and images, and provide improved public access to the national collections through the Internet.

- **Collections Care and Preservation**

The Smithsonian has taken a pragmatic and systematic approach to improve the stewardship of Smithsonian collections. Critical steps taken to date include:

- creation of the first-ever Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management and implement an action plan
- development of collections-specific performance goals and standards for senior management and museum directors
- revision of the Smithsonian's collections management policy and implementation standards
- development of short- and long-term collection goals for Smithsonian units

- development of an inventory of current Smithsonian collections storage space, including the identification of unit collections storage requirements
- stabilization and treatment of specific collections at risk

In FY 2009, the Smithsonian will continue to build on these initiatives and follow an action plan for systematically addressing the critical preservation and storage needs of collections, including short- and long-term priorities, goals, and objectives.

- **IRM Pool — Collections Information Systems**

Collections information systems serve as cornerstones for accountability, public education, and research. Digitizing collections information helps achieve the goal of improving the stewardship and accessibility of the national collections via the Internet. CIS resources support the deployment, maintenance, and enhancement of unit-specific collections information systems; fund the continued digitization of collections; and improve access to digital information on collections for scientific inquiry and public use. Examples of past funded projects include:

- the migration of millions of records from obsolete legacy database systems to stable and supported collections information systems
- the digitization of more than 13 million collections records and images
- the enhancement of registration-level records with research findings, curatorial notes, and digital images
- the purchase and implementation of a single, commercial collections information system for the Smithsonian's six art museums as well as the National Air and Space Museum, the National Postal Museum, and the Anacostia Community Museum
- the purchase and customization of a digital asset management system used by multiple Smithsonian units

MEANS AND STRATEGY — INFORMATION RESOURCES MANAGEMENT POOL

IRM Pool funds support network operations and server administration. Specifically, funds are used for:

- upgrades and enhancements to the Smithsonian's information technology (IT) infrastructure
- contractor support in the Network Operations Center
- provision of Active Directory and desktop migration technicians
- network hardware/software maintenance
- digitization of collections information and images
- public delivery of Smithsonian digital assets

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement — Latino Initiatives Pool

Engage and inspire diverse audiences (\$1,121,000)

- Continue to support Smithsonian collections, exhibitions, programs, research, educational activities, and other Smithsonian initiatives of interest to the Latino community, including the acquisition of additional relevant Latino art and artifacts
- Continue to facilitate the infusion of materials with relevant Latino themes and data into Smithsonian exhibits and programs to ensure that diversity is well-represented in Smithsonian venues
- Continue to develop internal and external partnerships to help bridge Smithsonian initiatives into the Latino community, and connect the Latino community with the Smithsonian

Increased Public Engagement — Collections Care Initiatives

Improve the stewardship of the national collections for present and future generations (\$2,878,000)

- Maintain state-of-the-art collections management systems
- Enhance conservation, storage, and preservation of the National Collections
- Employ contractors to enhance online access to collections through cataloguing, photography, database administration, and technical services

Strengthened Research — Research Equipment Pool

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$1,614,000)

- 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
- Increase the Institution's capacity to conduct research by placing costly analytical equipment under contract to ensure that it is maintained and functioning properly

Enhanced Management Excellence — IRM Pool

Modernize the Institution's information technology systems and infrastructure (\$2,226,000)

- Support the Managed Information Technology Infrastructure initiative
- Support the Institution's information technology requirements
- Support Smithsonian collections information systems and public delivery of collections content and images through the Internet

FY 2009 REQUEST — EXPLANATION OF CHANGE

The FY 2009 budget estimate for Institution-wide programs includes an increase of \$1,000,000 for the Collections Care and Preservation Fund. The Smithsonian has developed a pragmatic approach to improve the stewardship of its collections, and the Smithsonian Collections Advisory Committee has developed an action plan to systematically address the critical needs of collections, including short- and long-term priorities, goals, and objectives. The Collections Care and Preservation Fund is the key to the successful execution of this plan, but the current level of funding is insufficient to meet the Smithsonian's collection needs.

This increase is requested to improve collections care, mitigate collections deterioration, and address the highest priority collections care needs throughout the Institution by:

- conducting an Institution-wide collections assessment program, based on established museum benchmarks, to guide long-term strategic plans and performance metrics for collections care
- addressing the Smithsonian Inspector General's audit recommendations regarding deficiencies in collections inventory and security
- stabilizing, re-housing, and inventorying specific collections at risk throughout the Smithsonian, including film, fossils, textiles, botanical and marine mammal specimens, meteorites, minerals, DNA collections, graphic arts, and new media
- providing funds to continue purchasing compact storage units and housing for collections, as well as replacing obsolete cabinetry and materials that are currently detrimental and hazardous to collections, staff, and researchers
- stabilizing, conserving, and storing the Smithsonian's photographic holdings of 13 million images
- providing funds to conduct collections-level assessments, preservation surveys, and inventories to establish priorities and strategic plans for the allocation of collections care resources

If the FY 2009 increase is not allowed, there will be significant long-term consequences. The lack of funding will hinder the Smithsonian initiative to strategically address Institution-wide critical collections care needs. If the FY 2009 request for the collections care initiative is not approved, the Smithsonian will not meet its collections stewardship responsibilities, leaving the Institution vulnerable to charges of poor trusteeship in its role as caretaker of the National Collections.

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 2007 ACTUAL	27	2,795	11	275	0	72	0	0
FY 2008 ESTIMATE	30	2,793	10	909	0	0	0	0
FY 2009 ESTIMATE	30	2,872	10	886	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	26	2,379	26	2,440	0	61
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	414	4	432	0	18
Total	30	2,793	30	2,872	0	79

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 that 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, the OEC will continue to 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 the OEC's consultation and exhibition planning services

to improve the exhibition planning and development processes throughout the Institution. In addition, the OEC will increase the amount of unique work done in-house, outsource more production-oriented work, and broaden its collaborations with other Smithsonian units. The OEC will also continue to emphasize its innovation and modernization initiatives by expanding services offered via state-of-the-art, computer-controlled technology in the production units. With the recent merger of the OEC and the International Gallery Exhibition Services, the OEC is dramatically expanding its influence, not only within the Smithsonian but throughout the museum world, both nationally and internationally.

To achieve the goal of Enhanced Management Excellence, the OEC will ensure that its cost-reimbursement process is fair and reasonable, and will measure progress based on feedback from customers.

The FY 2009 budget estimate includes an increase of \$79,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

As the Smithsonian's most comprehensive producer of exhibits, the OEC is dedicated to providing its Smithsonian clients with first-class exhibition design, editing, production, and installation services. Each year, the 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 (SITES) continues to be the OEC's largest client. The OEC has taken over the International Gallery Exhibition Services and is expanding its museum exhibition services throughout the museum community.

In FY 2009, most OEC resources will be focused on achieving the goal of Increased Public Engagement by:

- improving the quality of exhibition design, consultation, 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 development process

To accomplish these objectives, the 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 exhibits that require unique skills. The OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand its existing relationships and develop new ones with the many private exhibition design and

production companies available today. These efforts will be carried out through the OEC's Project Management Office. Taken together, these initiatives should result in a more informed and expert staff (through a continued emphasis on training), the increased use of state-of-the-art, computer-controlled graphic production equipment, and an improved object preparation and storage capability.

The 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, fiscal data management, and procurement

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (26 FTEs and \$2,440,000)

- Expand the OEC's Computer Numeric Controlled (CNC) router services by five percent from FY 2006 levels, through the Office's innovation and modernization initiative
- Expand exhibition services offered through the Office of Special Exhibition Services by five percent from FY 2006 levels
- Maintain OEC consultation and exhibition planning services for the Smithsonian Institution at the FY 2007 level
- Maintain at the FY 2007 level the project management capability and resources necessary to sustain the OEC's services to the Smithsonian Institution

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$432,000)

- Highlight the strategic plan, annual performance plan, mission, and vision of the OEC and the Smithsonian at monthly staff meetings and weekly unit meetings so that OEC staff members are more aware of senior management goals for the Institution
- Support the diversity goals of the Institution by increasing use of the Supplier Diversity Program by five percent from FY 2007 levels

NONAPPROPRIATED RESOURCES — General trust funds support 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 2007 ACTUAL	0	4,510	0	0	0	0	0	0
FY 2008 ESTIMATE	0	3,822	0	0	0	0	0	0
FY 2009 ESTIMATE	0	3,822	0	0	0	0	0	0

STRATEGIC GOAL: STRENGTHENED RESEARCH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	3,822	0	3,822	0	0
Total	0	3,822	0	3,822	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.

To achieve the goal of Strengthened Research, the Smithsonian uses its multi-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 research. The Smithsonian's criteria for selecting and proposing MSI projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or *anywhere else in the world*) for some time to come; 2) the instrumentation is novel and technically advanced, and *would not be developed* without SAO's contribution; and 3) the science enabled by the innovative instruments is consistent with the Smithsonian Institution's strategic plan, "Science

Matters: Priorities and Strategies.” The fundamental role for federal appropriations is to support the basic scientific infrastructure that enables SAO 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. Because of the magnitude of the costs and the time required to fabricate major new instruments and reconfigure existing ones, the Institution requests that MSI funds for these projects be kept available until they are spent.

During the past 50 years, astronomers have made fundamental discoveries about the universe, such as the existence of more than 230 planets around nearby stars and the bizarre remnants of dead stars that emit large quantities of x-rays in the Milky Way Galaxy. Scientists have determined that the universe is about 14 billion years old and that it is populated with billions of galaxies, many of which have super-massive black holes at their centers. Research has produced strong evidence that the expansion of the universe has been accelerated by a mysterious and invisible “dark energy.” Today, astronomers are poised to make the connections that will transform these discoveries into a coherent story of the cosmos from the Big Bang to the origins of life here on Earth. MSI funds are essential to meet this objective.

Two SAO projects are included in the MSI line item: an array of submillimeter telescopes (i.e., Submillimeter Telescope Array, or SMA) on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO’s Fred L. Whipple Observatory at Mt. Hopkins, Arizona.

MEANS AND STRATEGY

SAO’s mission is to engage in astrophysical research and discovery. Observational astrophysics is the basic science responsible for the understanding of the universe and its components beyond Earth. SAO has made leading contributions to many key discoveries in astrophysics, including: 1) the remarkable discovery that the universe is accelerating; 2) the discovery of enormous patterns traced by galaxies in the universe; 3) the most compelling demonstration of the existence of super-massive black holes at the centers of most galaxies; 4) the discovery of very high-energy gamma rays; 5) the most convincing observational evidence for the existence of dark matter; and 6) the discovery of planets orbiting other stars. SAO scientists contributed to these discoveries by using key facilities that enable observations in several different bands of the electromagnetic spectrum (i.e., the broad range of light that is emitted by objects in the universe). These contributions have put SAO in the forefront of this generation of astronomers and astrophysicists, and have made SAO, with its

partner, the Harvard College Observatory, the top choice of graduate- and postdoctoral-level young scientists. SAO will continue to strive to make the next great contribution to understanding the universe and our place in it.

SAO's strength in observational astrophysics depends on its major ground-based facilities, the SMA and MMT, and the National Aeronautics and Space Administration's space-based facilities, the Chandra X-ray Observatory and the Spitzer Space Telescope. Access to both ground- and space-based observatories enables SAO scientists to conduct research that would be impossible with either type of observatory alone. SAO's future strength in ground-based observational astrophysics is critically dependent on equipping the SMA and MMT with powerful new instrumentation. Maintaining its leadership depends on developing instruments and facilities that do not now exist. A team of talented scientists and engineers must work together, over a period of several years, to bring these tools into being, with support from multi-year MSI funding.

Submillimeter Telescope Array (\$1,900,000)

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is made up of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, which function as one giant telescope. This facility operates at higher frequencies than those of any other major radio telescope, enabling scientists to probe in unprecedented detail the formation of new planets around other stars.

The SMA is now the most capable submillimeter observatory in the world. It can operate in three frequency bands, observing simultaneously in two of them. The 690 Gigahertz (GHz) receivers, operating at an unprecedented frequency (which is hundreds of times the frequencies used in television, cell phones, and WiFi systems), enable observations that have only been dreamed of before, and clearly illuminate the leadership position of those working with the SMA.

The capabilities of the SMA will be greatly expanded by the development and implementation of an atmospheric phase-monitoring system and new receivers. This will allow the eight separate antennas to be operated jointly when they are located at their greatest separations (up to half a kilometer) and at the highest operating frequencies. The SMA will have the resolving power of a telescope half a kilometer in size, an unprecedented capability at submillimeter wavelengths. SAO scientists will be able to make new and detailed observations of super-massive black holes at the centers of galaxies, and observe other solar systems where planets are forming around nearby stars.

In FY 2009, MSI support will be used to install an atmospheric phase-monitoring system that will enable SAO scientists to exploit the longest array baselines (which provide the greatest visual acuity), and to complete and install new 400 GHz receivers with dual-polarization feeds and twice the present bandwidth, thereby greatly increasing the sensitivity of the array.

Multiple Mirror Telescope (\$1,922,000)

The MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was made up 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, in the 1990s SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter, thus more than doubling the light-gathering capability of the telescope and increasing its field of view some 400 times.

The converted MMT is an extremely powerful telescope. The final instrument needed for it is Binospec, an imaging spectrograph with dual 8'x15' fields of view and a very compact layout for excellent stability. Binospec will enable SAO scientists to test the theory that galaxies form from mergers of smaller galaxies with halos of invisible dark matter. Astronomers will observe the motion of stars in neighboring galaxies to identify the disrupted fragments of galaxies that have merged. These mergers are accompanied by bursts of star formation, including the formation of compact globular clusters of stars. Spectroscopic studies of these star clusters will enable SAO scientists to measure the age and composition of neighboring galaxies, from which they will learn about the formation epoch of galaxy disks, bulges, and halos. In addition, Binospec will enable astronomers to study the formation of large-scale structure when the universe was only one-fifth of its current age. By combining these observations with spectroscopic studies and measurements of galaxies obtained via the Chandra X-ray Observatory, SAO scientists can create a map of the cosmic web at that epoch. A complementary program will probe even further back in time to measure the environments of distant galaxies, and compare these measurements with those from theoretical astrophysical simulations being carried out at SAO using the Keck computer cluster. FY 2009 MSI support will be used to continue work on Binospec and ship it to the MMT for commissioning and its first research experiments.

STRATEGIC GOAL AND FY 2009 ANNUAL PERFORMANCE GOALS

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$3,822,000)

- Continue developing and implementing the atmospheric phase-monitoring system and constructing the new receivers needed to expand the capabilities of SAO's SMA. SAO scientists will be able to observe solar systems in which planets are forming, and super-massive black holes such as the one at the center of the Milky Way and those in other nearby galaxies
- Continue work on Binospec and ship it to the MMT for commissioning. Binospec will enable SAO scientists to conduct extremely efficient spectroscopic studies of very faint objects, study the formation and evolution of galaxies and other large-scale structure in the universe, and better understand the pervasive dark matter and dark energy in the cosmos

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 2007 ACTUAL	20	2,048	0	0	0	0	0	0
FY 2008 ESTIMATE	25	1,758	0	0	0	0	0	0
FY 2009 ESTIMATE	25	1,800	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Collections</i>						
Improve the stewardship of the national collections	25	1,758	25	1,800	0	42
Total	25	1,758	25	1,800	0	42

BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the principal off-site conservation and collections facility for the National Museum of Natural History's 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. The MSC accommodates collections within three general types of storage media: collections in cabinets, open shelving for biological specimens preserved 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 oversee security operations required for the proper care of museum collections,

and provide 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 2009 budget request includes an increase of \$42,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to upgrade facilities to provide more accessibility to visiting researchers, students, museum professionals and designers, and others. 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.

In FY 2009, funds will be used to complete moving collections stored in alcohol and other fluids from the Natural History Building (NHB) on the Mall to MSC, which can safely store the Museum's valuable biological collections. These collections are currently housed in non-code-compliant facilities. In addition, funds will be used to begin preparations for moving physical anthropology collections currently stored in the NHB to the MSC Pod 3, which is undergoing renovations.

STRATEGIC GOAL AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections for present and future generations (25 FTEs and \$1,800,000)

- Complete the relocation of vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids from the MSC Pod 3 and NHB to the MSC Pod 5
- Complete the move of associated offices, laboratories, libraries, and archives to Pod 5
- Prepare plans for moving collections to the renovated Pod 3 and begin to prepare collections for relocation
- Ensure the safety of staff and collections by reducing the number of findings noted in the annual Management Evaluation and Technical Reviews, and ensure that safety programs are in place
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increase in staff activity and collections as staff and collections are relocated to MSC

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 2007 ACTUAL	15	1,432	2	166	1	136	0	0
FY 2008 ESTIMATE	20	1,899	2	194	1	91	0	0
FY 2009 ESTIMATE	20	1,968	2	197	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	277	3	302	0	25
Provide reference services and information to the public	2	199	2	207	0	8
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	71	1	78	0	7
<i>Collections</i>						
Improve the stewardship of the national collections	10	925	10	953	0	28
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	2	204	2	202	0	-2
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	223	2	226	0	3
Total	20	1,899	20	1,968	0	69

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and steward of national collections. SIA serves the Smithsonian community, scholars, and the public by evaluating, acquiring,

and preserving the records of the Institution and related documentary materials. In addition, it develops policies and provides guidance for managing the Institution's vast archival collections, offers a range of reference, research, and record-keeping services, and creates products that promote understanding of the Smithsonian and its history.

Beginning in 2008, the Office of Smithsonian Photographic Services (SPS) transferred from the Communications line item to SIA. SPS enhances public access to the Smithsonian Institution (SI) through the free distribution (for educational use) of images, sales of images to publishers, and support of traveling exhibitions. In addition, SPS provides photographic support for Smithsonian administration, museums, and research centers. SPS produces images for exhibits and exhibit catalogues, brochures, posters, websites, and advertising. Additionally, SPS maintains a collection of more than three million historical images, and provides support to SI collection managers in the housing of photographic collections for preservation and research. SPS also takes the annual official photographs of members of the U.S. Supreme Court.

The FY 2009 budget estimate includes an increase of \$69,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2009, SIA will continue consolidating its off-site collections storage at the National Underground Storage facility, becoming less dependent on rented space in the Washington, DC area.

SIA will focus on capturing, preserving, and providing access to research materials on Smithsonian history. SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies [SCEMS], and the Affiliations Program); set archival collections management standards; and assist all Smithsonian units with the proper disposition of their files.

In FY 2009, SIA will disseminate results of the grant-funded project that developed a full electronic records program for the acquisition, preservation, and long-term accessibility of Smithsonian records. The program was designed to be a model for small and medium-sized, non-profit organizations to use in managing their electronic records. SIA will develop electronic records retention requirements for valuable electronic records held and created throughout the Institution. SIA will continue to provide paper conservation and preservation expertise to all units as needed.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (3 FTEs and \$302,000)

- Provide access to Smithsonian information for the public through the free educational distribution of images via the Web, sale of images to publishers, and support of traveling exhibitions

Provide reference services and information to the public (2 FTEs and \$207,000)

- Conduct a minimum of three public presentations on SI history, drawn from the Archives' collections, to reveal to non-scholarly audiences the wealth of information in SIA
- Support SCEMS by providing at least one instructor to present two workshops for K–12 teachers and non-Smithsonian museum professionals
- Support the Affiliations Program and The Smithsonian Associates by giving at least five public lectures on Smithsonian history
- Respond, in accordance with service standards, to a minimum of 3,000 requests for information from the Archives' collections
- Provide documentary photographic coverage of historically significant activities such as VIP visits and opening events

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (1 FTE and \$78,000)

- Produce photographic images for exhibit catalogues, brochures, posters, websites, advertising, and for use in exhibits

Improve the stewardship of the national collections (10 FTEs and \$953,000)

- Manage risk, ensure accountability, maximize use of space, and appraise historically valuable records by creating records schedules for major units throughout the Smithsonian (2009 targets include the Smithsonian American Art Museum and the Treasurer's Office)
- Provide greater public access to information about SIA's holdings by adding or refreshing collections information on the SIA website and continuing to add 200 new records to the Smithsonian Institution Research Information System (SIRIS)
- Create or add substantive information to 250 records in the *History of the Smithsonian* catalogue in SIRIS
- Protect and preserve the Smithsonian's documentary heritage by re-housing a minimum of 500 cubic feet of materials
- Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby ensuring future access to those records

- Develop plans for consolidating archival storage space to reduce unit costs and improve the storage environment
- Maintain the collections of more than three million historical images, and support all Smithsonian collections managers in the documentation of their collections for preservation and research purposes

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (2 FTEs and \$202,000)

- Develop an online "Using Archives" tutorial for use by remote and on-site researchers
- Sponsor interns and Fellows working on in-depth research projects based on SIA archival resources

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$226,000)

- Develop generic requirements and specifications for electronic records management that can be used as a model by other small to medium-sized, non-profit archival organizations for the management of electronic records
- Provide guidance and service to all units needing expertise in: records management; paper preservation and conservation; cold-storage requirements for collections; and other archival policies and procedures

NONAPPROPRIATED RESOURCES — General trust funds provide support for salary and benefit costs for an archivist and paper conservator. Donor/sponsor-designated funds support salaries and benefits of an 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 2007 ACTUAL	89	9,216	9	1,227	2	594	0	0
FY 2008 ESTIMATE	97	9,413	10	1,030	0	2,031	0	0
FY 2009 ESTIMATE	97	9,624	10	1,030	0	1,794	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	67	1	69	0	2
Provide reference services and information to the public	19	1,415	19	1,452	0	37
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	62	1	64	0	2
<i>Collections</i>						
Improve the stewardship of the national collections	47	3,729	47	3,824	0	95
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	8	1,388	8	1,413	0	25
Ensure the advancement of knowledge in the humanities	6	836	6	852	0	16
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	76	1	78	0	2
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	13	1,788	13	1,819	0	31
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	52	1	53	0	1
Total	97	9,413	97	9,624	0	211

BACKGROUND AND CONTEXT

As the largest and most diverse museum library in the world, the Smithsonian Institution Libraries (SIL) leads the Smithsonian in taking advantage of the opportunities of the digital society. SIL provides authoritative information and creates innovative services for Smithsonian Institution researchers, scholars, and curators, as well as the general public, to further their quest for knowledge. Through paper preservation and digital technologies, SIL ensures broad and enduring access to the Libraries' collections for all users.

For FY 2009, the budget estimate includes a total increase of \$211,000, for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

SIL's expanding and diverse Web content has fueled an exponential rise in users each year and will continue to reach millions of students, teachers, researchers, scholars, and the general public. Through traveling exhibitions, public lectures, educational programs, and publications, SIL will increase its audiences nationwide in FY 2009. SIL also reaches individual researchers and members of the public in every state and many foreign countries by lending crucial books and articles through its interlibrary loan program. The Dibner Library and Baird Resident Scholar programs will continue to build collaborative partnerships with scholarly programs throughout the Institution and elsewhere.

In FY 2009, SIL will increase access to Smithsonian collections by adding new information to the Smithsonian Institution Research and Information System (SIRIS) and by further developing Web-based indexes. For example, SIL will expand indexing of its trade literature collection by adding records for trade literature at the Cooper-Hewitt, National Design Museum (CHNDM) Library, and other SIL libraries, to the records of more than 400,000 items housed in the National Museum of American History (NMAH) Library.

SIL will continue a vigilant program of collections management through the disciplined acquisition of the most significant library materials and collections documenting the nation's cultural and scientific heritage. SIL staff maintains strong, ongoing conservation efforts. SIL's master space plan responds to changes in SI researchers' needs; maintaining tightly focused on-site collections while relieving overcrowded libraries by providing environmentally sound off-Mall shelving, housing for expanded conservation, and imaging activities. After the Smithsonian vacates the Smithsonian Institution Service Center (SISC) location and moves occupants, including SIL, to a more desirable and upgraded space, SIL will transfer more of its collections there. At the same time, SIL will continue to coordinate efforts with planned renovations and master space plans of the NMAH, the National Museum of

Natural History (NMNH), the Smithsonian Environmental Research Center (SERC), and other units. In FY 2009, SIL will continue to implement steps outlined in its master space plan by addressing the most critical needs for adequately organized and environmentally controlled collections space at the CHNDM Library and at the National Zoological Park (NZP) and its Conservation and Research Center (CRC) in Front Royal, Virginia.

In addition, SIL will continue to inform the nation about its collections and create interest in them through its exhibition program, which shows the intrinsic beauty of books as artifacts and cultural icons, as well as the value of books for the information they provide as documentation for art and artifact collections. In FY 2009, SIL intends to open an exhibition in NMAH featuring selections from its rich collection of illustrated books — *Picturing Words*. SIL will continue to travel an exhibition version of *Picturing Words* to SI Affiliates and libraries nationwide. Staff has begun collaborating with NMNH personnel to plan an exhibition focusing on interactions between Smithsonian scientists and the work of Charles Darwin, which will open, in NMNH, in FY 2009 as part of the Darwin 200th birthday celebration.

SIL is escalating the publication of digital research products to give scholars the documentation they need for their research in all fields. These products include republication of significant out-of-print books and articles, original diaries and manuscripts, collections of archival literature, illustrations, topical exhibitions, and bibliographic guides and databases. In FY 2009, SIL will create new Web-based publications in its Sources and Critical Interpretations series. With private funding, SIL will continue digitizing the legacy literature of biodiversity to contribute to the Biodiversity Heritage Library. SIL will also continue its partnership with the SI Scholarly Press by producing the electronic versions of new publications that form the *SI Contributions* series, and by hosting and maintaining the Scholarly Press's website. As part of its archival responsibility, SIL has established the Smithsonian Digital Document Repository to preserve and provide permanent access to the scholarly results of the Institution's research. In FY 2009, SIL will continue to work with the Institution's art and history museums to expand the content of the Repository. SIL will also expand the number of units contributing information about their staffs' research publications to the SI Research Bibliography.

In FY 2009, SIL will improve access to electronic journals and databases to make their contents easily available throughout the Smithsonian. In accordance with the Institution's goal of Strengthened Research, SIL will also deliver more information through the Web directly to researchers, with an emphasis on information resources in history and culture. SIL will provide metadata guidance and incorporate, as appropriate, emerging national metadata standards on an Institution-wide basis for SIL and SI digital publications and products.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (1 FTE and \$69,000)

- Enlarge SIL audience, expand degree of engagement in Washington, DC, and improve the quality of SIL impact on audience through educational programs such as the Dibner Library Lecture and its publication

Provide reference services and information to the public (19 FTEs and \$1,452,000)

- Increase usage of the SIL website to advance knowledge of and improve access to SIL collections by adding content
- Continue to offer high-quality information in response to queries and to loan library materials throughout the nation via the interlibrary loan service

Offer compelling, first-class exhibitions (1 FTE and \$64,000)

- Promote and present SIL traveling exhibitions, such as the gallery *Picturing Words*
- Open *Picturing Words* exhibition on book illustration in SIL's gallery in NMAH

Improve the stewardship of the national collections (47 FTEs and \$3,824,000)

- Expand access to SIL collections and their associated information in SIRIS and on the World Wide Web
- Continue disciplined acquisition of the most significant items and collections that document the nation's and the world's cultural and scientific heritages
- Maintain state-of-the-art processes for the physical storage, conservation, and preservation needed to ensure the longevity of the collections
- Improve library spaces for reader use and collection storage (e.g., CHNDM, NZP, CRC, and Freer and Sackler Gallery projects)
- Submit master space plan for the Institution's review and begin implementing recommendations
- Continue working with the Office of Facilities Engineering and Operations (OFEO) to complete the NMNH Northeast Quadrant Project

Strengthened Research

Engage in research and discovery (8 FTEs and \$1,413,000)

- Provide the science units (i.e., museums and research centers) with orientation to optimize scientists' use of library resources
- Expand unit contributions of their scientific research staffs' publications to the SI Research Bibliography and to the Smithsonian Document Digital Repository

- Publish electronic versions of *SI Contributions and Studies Series*, museum-oriented publications that can fulfill the publishing needs of the growing number of Smithsonian research units
- Continue digitization of biodiversity publications to build the resources needed for the Biodiversity Heritage Library

Ensure the advancement of knowledge in the humanities (6 FTEs and \$852,000)

- Provide the art and history museums with orientation to optimize researchers' use of library resources
- Promote art and history resources widely to Smithsonian researchers
- Expand unit contributions of their art and history research staffs' publications to the SI Research Bibliography and to the Smithsonian Document Digital Repository

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$78,000)

- Upgrade SIRIS capabilities/functions for staff and public access
- Develop alternative approaches for providing Web-accessible (i.e., Web-enabled) holdings of SIL collections to researchers, scholars, and other users worldwide

Strengthen an institutional culture that is customer centered and results oriented (13 FTEs and \$1,819,000)

- Demonstrate further progress on development and implementation of process management and performance indicators, and ensure that performance metrics are consistent and integrated into individual performance goals

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$53,000)

- Create positive publicity and provide the public with information about SIL

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 2007 ACTUAL	245	62,962	175	28,918	4	1,810	0	10
FY 2008 ESTIMATE	264	65,509	188	27,136	7	1,535	1	50
FY 2009 ESTIMATE	267	69,229	188	28,125	6	1,293	1	45

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	270	3	277	0	7
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	0	185	0	189	0	4
<i>Collections</i>						
Improve the stewardship of the national collections	2	223	2	228	0	5
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	7	837	7	867	0	30
Ensure the advancement of knowledge in the humanities	1	93	1	93	0	0
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	42	0	0	0	-42
<i>Security and Safety</i>						
Provide a safe and healthy environment to support Smithsonian programs	1	110	1	114	0	4
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	85	36,751	86	39,400	1	2,649
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	26	3,043	29	3,529	3	486

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	60	10,895	59	10,923	-1	28
Modernize the Institution's financial management and accounting operations	54	9,140	54	9,397	0	257
Modernize and streamline the Institution's acquisitions management operations	25	3,920	25	4,212	0	292
Total	264	65,509	267	69,229	3	3,720

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 offices of the Secretary, the Under Secretaries for Science, Art, History and Culture, and Finance and Administration, as well as the central administrative activities of human resources, diversity, financial, information technology (IT), and contract management, as well as legal services.

For FY 2009, the budget estimate reflects a net increase of 3 FTEs and \$3,720,000. This amount includes \$945,000 for necessary pay for existing staff funded under this line item; \$25,000 for the annual Smithsonian financial statement audit; \$35,000 to conduct the annual inventory of one-third of the Institution's physical assets; \$184,000 for Workers' Compensation; \$220,000 to support Smithsonian-wide procurement training; \$850,000 for the increased cost of mission-critical, annually recurring software licenses; and \$1,136,000 for increased communications costs, including the replacement of outdated network switches and routers. These amounts are justified in the Mandatory Costs section of this budget submission.

The FY 2009 estimate also includes 3 FTEs and \$525,000 in programmatic increases to support critical requirements for financial analysis, reporting, and documentation of financial data to implement the recommendations of the Board of Regents' Governance and Nominating Committee; and for critical improvements to the Institution's IT infrastructure and support. Also included is a programmatic reduction of -\$200,000 to return one-time FY 2008 funding for the Smithsonian Human Capital and Workforce Restructuring Plan.

MEANS AND STRATEGY

The Institution will use best practices in management to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and central to performing the Smithsonian's mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Support the Board of Regents and its committees
- 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 with 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 and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Use state-of-the-art, secure information systems to modernize financial, human resources, facilities management, collections, education, and research processes
- Replace network equipment, servers, desktop computers, and scientific workstations on an industry best practice life cycle to increase reliability and improve the security of information systems and the data that they contain
- Leverage commercially available technology to enhance existing IT systems at the Smithsonian so that they will increase public access to and use of digital surrogates of collection objects and research data; and develop an Institution-wide Digitization Strategic Plan that addresses the creation, management, and use of these digital assets
- Maintain the Institution's telecommunications infrastructure to provide reliable, secure, and cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for providing timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the Enterprise Resource Planning (ERP) effort
- Advance the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Implement the Smithsonian Arts Strategic Plan and ensure public safety in the art museums

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$277,000)

- Work with Smithsonian units and museum directors to offer compelling, first-class exhibitions and other public programs highlighting Latino collections and contributions throughout the Institution
- 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 in the Latino community

- Maximize the effectiveness of cutting-edge technologies to increase access to first-class educational resources throughout the nation, and raise awareness of the Smithsonian's Latino Center via continued development of virtual gallery exhibitions, a Latino Virtual Museum, and the online availability of Latino-themed educational resources
- Strengthen capacity in science research by supporting the study of human diversity and cultural change
- 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
- Continue to assess and evaluate visitors' reactions to Smithsonian exhibitions, programs, websites, services, facilities, and external environments

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (\$189,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities
- Assist with surveys of museum visitors and help develop marketing goals, strategies, and specific activities aimed at increasing visitation
- Increase the presence on the Mall of the Smithsonian Astrophysical Observatory (SAO), Smithsonian Environmental Research Center, and Smithsonian Tropical Research Institute

Improve the stewardship of the national collections (2 FTEs and \$228,000)

- Issue reports on the National Collections, including *Collection Statistics*, and the *Financial Collections Disclosure* report
- Continue to implement the Smithsonian Collections Advisory Committee's Action Plan
- Assist Smithsonian units in developing and implementing up-to-date collections management policies, collection plans, cyclical inventory plans, and digitization plans
- Conduct an Institution-wide collections assessment program, based on established museum benchmarks, to guide long-term strategic plans and provide performance metrics for collections care
- Advise Smithsonian senior management by providing data to support strategic planning for collections
- Provide leadership and programmatic support for the Smithsonian Collections Advisory Committee, including the production of collections-related symposia, seminars, and project reports

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (7 FTEs and \$867,000)

- Continue to monitor implementation of the 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 support for the scientific research program, including forest-based research that can be used to measure the effects of global climate change, and support the next-generation telescope to explore the origin and evolution of the universe
- Reinstate colloquia and symposia in support of the science themes and focal areas
- Provide the infrastructure and tools necessary to sustain scientific research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (1 FTE and \$93,000)

- Continue provenance research on Smithsonian collections, which may include up to 2,000 objects in the Freer and Sackler collections, or may focus on up to 600 prints and drawings in the collections of the National Museum of American History and the Smithsonian American Art Museum

Enhanced Management Excellence

Provide a safe and healthy environment to support Smithsonian programs (1 FTE and \$114,000)

- Identify, reduce, and eliminate or control safety hazards in the art museums

Modernize the Institution's information technology (IT) systems and infrastructure (86 FTEs and \$39,400,000)

- Maintain the Smithsonian's telecommunications infrastructure to provide reliable, cost-effective voice and data systems which support Smithsonian missions
- Continue to implement and support the ERP system, including an upgrade to the latest PeopleSoft release
- Replace 25 percent of the Institution's desktop personal computers
- Implement periodic replacement of scientific workstations
- Deploy the Zoological Information Management System (ZIMS)
- Replace scientific computing and archive servers
- Implement a centralized video teleconferencing system
- Expand the enterprise storage capacity to meet increased demands, and replace the obsolete automated tape backup systems

- Support Network Operations Center extended hours and expand periodic replacement of network servers to include unit application servers
- Implement Voice-over-Internet Protocol (VOIP) technology at the Zoo's Conservation and Research Center in Front Royal, Virginia
- Replace the Smithsonian Institution Research Information System (SIRIS) that will no longer be supported by its vendor
- Create an Enterprise Digital Asset Network to provide seamless sharing and exchange of information among the Smithsonian's collections information systems and enterprise Digital Asset Management System
- Create a central digitization office to serve as a focal point for standardizing digitization at the Smithsonian and lead the development of an Institution-wide Digitization Strategic Plan
- Enhance the Smithsonian's centralized Web infrastructure with design and search capabilities
- Implement the education Web portal
- Integrate the Smithsonian Security Management System (SMS) with the Human Resources Management System (HRMS)
- Implement the Electronic Records Management System

Strengthen an institutional culture that is customer centered and results oriented (29 FTEs and \$3,529,000)

- 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 reflect best business practices, exploit modern technology, and respond to unit needs
- Manage Institution-wide accessibility services for visitors with disabilities
- Provide comprehensive accessibility training to staff, docents, and volunteers
- Ensure implementation of and related training for governance reforms and encourage greater transparency and collaboration with the units
- Strengthen management services in support of the Institution's mission, including initiatives in the President's Management Agenda
- Improve the quality of the visitor experience for audiences by identifying, for possible adoption, 10 best museum and/or research practices
- Establish, meet, and improve upon standard tasks and time frames for major construction and exhibition design and fabrication of projects, consistent with best business practices
- Implement the Smithsonian Arts Strategic Plan
- Implement a strategic plan for history and culture at the Smithsonian, addressing the conceptual underpinnings, Institution-wide context, historical and contemporary methodologies, and importance of this arena of Smithsonian work in research, collections, exhibitions, education, and policy

- Continue to implement the Smithsonian Across America Web portal
- Maintain a strong financial infrastructure to enable the Smithsonian to more aggressively pursue competitive grants, endowments, and donor funds
- Provide advice and counsel to the Board of Regents on Institution policies, programs, and activities
- Facilitate communications between the Board of the Regents and key Smithsonian leaders
- Provide support and counsel to facilitate the work of the various Regent committees

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (59 FTEs and \$10,923,000)

- Build a cooperative environment among all Smithsonian staff by increasing communication and emphasizing each person's contribution to the Institution's mission
- Provide quality human resources services to a dynamic, widely diverse population, using modern techniques and best practices
- Continue the existing long-term work of implementing and evaluating the Institution-wide Human Capital Workforce Restructuring Plan to streamline and leverage the Institution's workforce
- Promote training and informational programs that support diversity as an integral part of the work culture
- 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 women-owned businesses, in accordance with Smithsonian Directive 316, Supplier Diversity Program

Modernize the Institution's financial management and accounting operations (54 FTEs and \$9,397,000)

- 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
- Present and justify the annual federal budget submission to the Office of Management and Budget (OMB) and Congress

Modernize and streamline the Institution's acquisitions management operations (25 FTEs and \$4,212,000)

- Perform all contract management activities that support major Capital Facilities projects and exhibitions, including precontract, contract negotiation, and postcontract award activities, as well as warranty and contract close-outs

- Improve responsiveness to the training needs of Smithsonian employees and contractors
- Schedule and conduct annual physical inventory verification of capitalized and sensitive personal property assets for Smithsonian units to ensure that the PeopleSoft Asset Management database is maintained accurately
- Schedule and conduct annually required training classes for primary and alternate accountable property officers to ensure that the decentralized property management functions comply with Smithsonian policies and procedures

FY 2009 REQUEST — EXPLANATION OF CHANGE

For FY 2009, the Administration budget estimate includes a total increase of 3 FTEs and \$3,720,000, which includes \$945,000 for necessary pay for existing staff funded under this line item; \$25,000 for the annual Smithsonian financial statement audit; \$35,000 to conduct the annual inventory of one-third of the Institution's physical assets; \$184,000 for Workers' Compensation; \$220,000 to support Smithsonian-wide procurement training; \$850,000 for the increased cost of mission-critical, annually recurring software licenses; and \$1,136,000 for increased communications costs, including the replacement of outdated network switches and routers at SAO. These amounts are justified in the Mandatory Costs section of this budget submission.

The programmatic summary of 3 FTEs and \$525,000 for the FY 2009 increases, along with the return of one-time FY 2008 funding, -\$200,000, is described in greater detail below:

- (+ \$251,000, + 2 FTEs) This increase is requested for two GS-13 accountants to increase the Smithsonian's capacity to meet the continuing need for more accurate and reliable financial information, and to help prepare the Institution's financial statement audit. The positions will support critical requirements for financial analysis, reporting, and documentation of financial transactions and will help implement the recommendations of the Regent's Governance and Nominating Committee. The additional staff will also address the findings of the independent auditor who identified the inadequate staffing as a "significant deficiency" in the FY 2007 Management Letter that accompanied the filing of the federal financial statements.
- (+ \$274,000, + 1 FTE) This increase supports a secure wireless network at the Smithsonian Institution. The secure wireless network is a mission-critical requirement to enable the museums, research centers, and administrative offices to connect to the Institution's IT infrastructure in areas where a wired network is unsuitable, impractical, and/or cost prohibitive for specific work locations and facilities. Maintaining the high standards of security will ensure a

minimal risk of data breaches and loss of critical information. Funds will provide for maintenance of the secure wireless network infrastructure, as well as for a GS-13 wireless network specialist to oversee the secure wireless network operations.

- (-\$200,000) This represents the return of one-time funding for key human capital initiatives for the Smithsonian Human Capital Workforce Restructuring Plan.

If the FY 2009 budget request is not allowed, the Smithsonian will not be able to support the increased requirements for financial analysis, reporting, and documentation of financial transactions by the Office of the Comptroller, Office of Facilities Engineering and Operations, and Office of the Chief Information Officer (OCIO) to internal (i.e., Governance Committee and Board of Regents) and external sources (i.e., OMB, Department of the Treasury, and external auditors). The Institution would also assume the risk of a Qualified Audit Opinion and would not be able to implement the recommendations of the Regents' Governance and Nominating Committee.

Without this funding, the OCIO will be unable to maintain and continue to operate the Institution's communications systems and networks as systems reach capacity or the end of their serviceable life. Support for software licenses is critical for the Smithsonian to support stewardship of the national treasures. By not supporting the additional infrastructure of a secure wireless network, the Smithsonian will not be able to use the most efficient technology to carry out the Institution's work in areas where the wired network infrastructure is impractical and cost prohibited.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel and other related costs. General trust funds also are used to support administrative activities, information dissemination, outreach, publications, and fund raising. Donor/sponsor-designated funds provide support for costs related to programs and projects such as scientific research, and costs related to the Smithsonian Photography Initiative. 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 scientific opportunities in oceanographic research.

OFFICE OF THE INSPECTOR GENERAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2007 ACTUAL	11	1,710	1	256	0	0	0	0
FY 2008 ESTIMATE	17	2,052	2	351	0	0	0	0
FY 2009 ESTIMATE	20	2,422	2	351	0	0	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	17	2,052	20	2,422	3	370
Total	17	2,052	20	2,422	3	370

BACKGROUND AND CONTEXT

The Inspector General Act requires the Office of the Inspector General (OIG) to conduct and supervise audits and investigations relating to programs and operations of the Smithsonian Institution that are, in the judgment of the IG, necessary or desirable.

The OIG fulfills its mandate by conducting administrative and criminal investigations and engaging in audits and reviews of Smithsonian Institution operations and programs. The OIG's audits include annually required reports, such as the quality assurance review of the external auditor's financial statement audit and the Federal Information Security Management Act (FISMA) review. The OIG also conducts annual reviews of executive compensation and expenses, and reviews other areas listed in its audit inventory.

For FY 2009, the budget estimate includes an increase of \$57,000 for necessary pay for existing staff funded under this line item, and a program increase of 3 FTEs and \$313,000 to hire two auditors and one junior-level investigator or investigative analyst.

MEANS AND STRATEGY

The resources requested will be used to fund salaries, benefits, and support costs for staff engaged in audits, investigations, and other activities necessary to accomplish the OIG's mission. To balance its oversight responsibility with available resources, the OIG will continue to select areas for evaluation that:

- are the focus of congressional and executive branch attention;
- have high public interest and/or large dollar outlays;
- figure prominently in the Smithsonian's strategic plans and annual performance plans and reports; or
- have known performance and accountability or high-risk issues

The OIG's audit inventory for FY 2009 includes: travel and other expenses of Smithsonian executives; the modernization of the information technology (IT) infrastructure and development of IT investment strategies; the contracting practices of Smithsonian Business Ventures (SBV); collections information systems; the effectiveness of the Institution's processes for identifying, measuring, and managing risk; and the status of human capital and workforce restructuring efforts. In addition, the OIG will oversee the FY 2009 financial statement audit; conduct the annual FISMA review; and assist the Treasury Department and the Government Accountability Office in preparing Government-wide financial statements and performing agreed-upon procedures to explain material differences in intra-Governmental activity balances and related internal control deficiencies.

The investigative staff will continue to conduct investigations and criminal prosecutions, resolve complaints, and proactively engage the Institution's staff to detect and prevent waste, fraud, and abuse.

In addition, the OIG will continue to focus on high-risk, high-dollar areas, and to respond to requests for audits and reviews from the Board of Regents, the Secretary, and the Congress. The OIG will also continue to maintain a substantial inventory of areas identified as needing audit work.

STRATEGIC GOAL AND FY 2009 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (20 FTEs and \$2,422,000)

- Conduct reviews of Smithsonian executives' expenses to help ensure that the Institution is using its assets prudently and solely for the benefit of its mission
- Assess the Institution's IT investment strategies and determine whether 1) the Chief Information Officer has implemented sound strategies and practices for managing IT resources and meeting program area information needs, and 2) the IT infrastructure is being sufficiently modernized to support the activities of the Institution
- Determine whether SBV's contracting policies and procedures are in line with industry best practices, and whether SBV contracts are sufficiently competed to maximize revenues
- Examine a sample of the most expensive exhibits to determine if museum management adequately tracks exhibition-related expenses and financing, reasonably estimates the life-cycle costs of exhibitions, and identifies risks and sources of contingent funds when budgets are not met
- Determine whether opportunities exist to increase public access to collections information and enhance the state of collections information management, while at the same time reducing infrastructure and maintenance costs
- Evaluate the Institution's metrics process for measuring and tracking risk. Review management's effectiveness in 1) identifying and measuring risks and vulnerabilities, 2) evaluating and monitoring corrective action plans, and 3) providing alternatives and resources to eliminate the vulnerabilities and minimize the risks
- Assess the effectiveness of the Institution's motor vehicle fleet management
- Examine the Institution's progress in implementing human capital initiatives recommended by the Human Resources Research Organization
- Ensure that the Institution complies with FISMA requirements
- Provide oversight for the external auditors' annual financial statement audit

FY 2009 REQUEST — EXPLANATION OF CHANGE

For FY 2009, the budget estimate includes an increase of 3 FTEs and \$370,000. This amount includes an increase of \$57,000 for necessary pay for existing staff funded under this line item, and 3 FTEs and \$313,000 to hire two auditors and one junior-level investigator or investigative analyst. The increases are as follows:

- (+ \$220,600, + 2 FTEs) Hire two staff auditors to support reviews of capital spending, facilities revitalization, IT modernization, executive expenses and compensation, and other high-risk areas
- (+ \$92,400, + 1 FTE) Hire one junior-level investigator to reduce the backlog of investigations and engage in proactive waste and fraud reduction efforts

The additional three positions will improve the OIG's ability to serve as the "gatekeeper" that the Governance Committee of the Board of Regents and the Independent Review Committee have recognized that the Institution requires.

If the FY 2009 request is not allowed, the OIG will be hampered in its ability to serve as the statutorily mandated, independent, and objective Office that helps ensure the integrity, efficiency, and effectiveness of the Institution's programs and operations. The OIG will be unable to perform critical oversight of IT modernization and project management, review financial system upgrades and controls, and prevent the backlog of audit work in high-risk areas from continuing to expand.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits of personnel and other related costs.

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 2007 ACTUAL	307	50,998	0	75	0	36	0	0
FY 2008 ESTIMATE	307	51,419	0	75	0	36	0	0
FY 2009 ESTIMATE	359	69,146	0	75	0	18	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Facilities</i>						
Implement an aggressive and professional maintenance program	300	47,895	352	64,615	52	16,720
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	7	3,524	7	4,531	0	1,007
Total	307	51,419	359	69,146	52	17,727

BACKGROUND AND CONTEXT

Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset. The Office of Facilities Engineering and Operations (OFEO) is responsible for the maintenance and repair of an infrastructure of approximately 12 million square feet of owned and leased buildings and structures, including 19 museums and galleries, nine research centers, and the National Zoological Park (NZP). The buildings and structures range from the well-known museums to supporting structures such as guard booths, animal shelters, and hay barns.

The National Research Council (NRC) recommends that annual maintenance funding total 2 to 4 percent of the physical plant replacement value. The Institution's FY 2008 replacement value is conservatively estimated at \$5.3 billion. This equates to a minimum required funding of approximately \$100 million for maintenance and minor repair projects. These requirements have been validated through the Facility Condition Assessment process and Reliability Centered Maintenance (RCM) analysis, and were reviewed by the Government Accountability Office (GAO) in 2005 and in 2007. Additionally, as new and renovated museums and major exhibitions open, maintenance requirements rise dramatically due to technological advances and the increased number of systems supporting the Smithsonian's infrastructure.

In its April 2005 and September 2007 reports to Congress, the GAO formally recognized the deteriorating condition of Smithsonian buildings and cited the seriously underfunded maintenance program as one of the principal causes. The GAO reports reviewed the findings of the 2001 National Academy of Public Administration's report and found that current funding does not meet requirements.

Most of the current maintenance funding is consumed with day-to-day emergencies and unplanned repairs created by insufficient maintenance. The quality, effectiveness, and longevity of repairs are compromised by the need to stretch inadequate resources to meet overwhelming needs. The FY 2009 budget increase for maintenance will help to address the accelerated degradation of building systems and components in order to decrease capital repair costs.

The FY 2009 budget estimate includes an increase of 52 FTEs and \$17,727,000. This increase includes \$952,000 for necessary pay for existing staff as well as 52 FTEs and \$16,775,000 to support vital maintenance contracts, as well as maintenance and repair projects in support of the Smithsonian's most critical systems.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, OFEO continues an aggressive, long-range facilities maintenance and minor repair program, using an RCM approach that includes benchmarking efforts with organizations such as the Association of Higher Education Facilities Officers (APPA). RCM is a widely accepted maintenance industry philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. Benchmarking efforts resulted in a staffing goal to achieve APPA's recommended level-2 standard for building

maintenance (1 to 5 rating scale with 1 being the highest), referred to as "Comprehensive Stewardship." The "Comprehensive Stewardship" level of maintenance will ensure that equipment and building components are in operating condition; that sufficient staffing is in place to respond to maintenance calls in a timely manner; and that electrical and mechanical systems are routinely tested and upgraded.

With increased funding in FY 2009, the Institution can approach APPA's level 2 "Comprehensive Stewardship" service. OFEO will continue its efforts to achieve the full staffing level of "Comprehensive Stewardship" because it is no less than what should be expected at the world's largest and most visited museum complex.

Additionally, OFEO will continue providing protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures. Requested resources in FY 2009 will enable OFEO to maintain and repair physical security systems throughout the Institution, and ensure that all security monitoring systems are maintained at the same levels.

In FY 2007, the Institution completed a Program Assessment Rating Tool (PART) evaluation of the facilities Operations and Maintenance Program. The Institution received the highest PART rating score, which confirms the Government Accountability Office's conclusion that the maintenance program is effectively managed and, if properly resourced, will achieve long-term results in improving the Institution's essential infrastructure.

STRATEGIC GOAL AND FY 2009 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Implement an aggressive and professional maintenance program (352 FTEs and \$64,615,000)

- Ensure that planned maintenance costs remain at 55 percent of total maintenance costs
- Maintain temperature and relative humidity levels within the target range 80 percent of the time
- Ensure that critical electrical power is available 99.9 percent of the time
- Ensure that meantime between repairs of vertical transportation units is more than 70 days

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (7 FTEs and \$4,531,000)

- Ensure that physical security protection systems operate as intended 99 percent of the time

- Complete 100 percent construction of the perimeter barrier project at the National Museum of American History

FY 2009 REQUEST — EXPLANATION OF CHANGE

The FY 2009 budget estimate includes an increase of 52 FTEs and \$17,727,000. This amount includes \$952,000 for necessary pay for existing staff, and 52 FTEs and \$16,775,000 to support new facility maintenance requirements, Institution-wide maintenance and minor repair projects and contracts, and physical security maintenance requirements. The increases are as follows:

- (+ \$13,690,000, + 34 FTEs) Funding is requested to approach APPA's level 2, "Comprehensive Stewardship," and begin to fully implement RCM methodologies. The requested funds provide \$4,549,000 to support the maintenance and minor repair projects throughout the Institution and \$6,297,000 for contracts, supplies, materials, and equipment to support other general maintenance requirements. In addition, \$2,844,000 and 34 FTEs will support staff salaries and benefits for maintenance of building systems, plumbing requirements, window repairs, sheet-metal repairs, and inspection of fire and life-safety equipment throughout the Smithsonian, as follows:

Title	Grade	FTEs	Amount
General Engineers	GS-13	2	248,000
Engineering Technicians	GS-12	2	208,000
Construction Representatives	GS-12	2	208,000
Utilities Systems Repair Operators	WG-11	18	1,422,000
Electrician	WG-11	1	79,000
Machinist	WG-11	1	79,000
Painters	WG-10	5	375,000
Carpenter	WG-10	1	75,000
Mason	WG-10	1	75,000
Pipefitter	WG-10	1	75,000
Total		34	\$2,844,000

- (+ \$250,000) This increase provides for additional contract support at leased space in Herndon, Virginia, which houses the Institution's information technology data center. The funding will ensure that most of the building system maintenance will be performed using RCM methodology.

- (+ \$1,327,000, + 14 FTEs) This increase supports the monitoring and performance of preventive maintenance on new building systems at the DWRC Courtyard enclosure and Pod 5 at the Museum Support Center to ensure optimum performance and extend the useful life of these critical building systems. The request provides for salaries and benefits for one GS-12 assistant building manager (\$104,000), 10 WG-11 utilities systems repair operators (\$790,000), and three WG-11 maintenance mechanics (\$237,000); and supplies and materials (\$196,000).
- (+ \$558,000, + 4 FTEs) This increase supports the NZP Asia Trail facilities to ensure that critical building systems are maintained to strict maintenance protocols, and that electrical systems are routinely inspected, tested, and maintained according to code. Funding will support the salaries and benefits of three WG-11 utilities systems repair operators (\$237,000) and one WG-11 electrician (\$79,000); as well as supplies, materials, and equipment (\$242,000).
- (+ \$400,000) This increase fully funds security system maintenance contracts to ensure that all security systems are properly maintained at the National Museum of the American Indian (NMAI), Steven F. Udvar-Hazy Center, the NZP, the National Postal Museum, and the DWRC in the same manner as other Smithsonian security systems. This will ensure the safety and security of staff, visitors, and collections.
- (+ \$250,000) This increase funds maintenance contracts for the newly installed vehicle bollard security systems at the NMAI, National Air and Space Museum, National Museum of Natural History, and the National Museum of American History. These automated systems require substantial routine preventive maintenance to ensure their long-term operability and to minimize downtime. Funding will ensure continual operations and minimize security and safety risks.
- (+ \$300,000) This increase provides for locksmith contractor services to supplement in-house staff due to increased requirements from new and renovated facilities. Funds will be used to secure and maintain locks, vaults, safes, and critical collection storage areas at all Smithsonian locations. These contract services will also ensure that exhibit cases are secure and artifacts are protected.

If the FY 2009 request is not allowed, base funds will be inadequate to arrest the deteriorating condition of the Smithsonian's buildings and supporting infrastructure, thereby endangering the collections and placing staff and visitors' health and safety at increased risk. Furthermore, the quality, effectiveness, and longevity of repairs will be further compromised

by the need to stretch existing resources to meet overwhelming needs. The Smithsonian's ability to maintain more reliable mechanical equipment, reduce energy usage, and improve the environment to safeguard the National Collections, staff, and visitors will be severely impaired. This may result in unacceptable environmental issues such as increased mold and microbe proliferation, indoor air-quality problems, and potential and real hazards to staff and visitors. Lastly, the long-term implications of a continuing shortfall in maintenance funding include:

- potential damage to the collections, and higher risk of theft or damage, due to the Institution's inability to provide a safe and secure environment for their preservation
- potential damage to buildings due to flooding and fire if critical protection systems fail
- potential collateral injuries to the public and staff, with associated risks of litigation and adverse publicity
- significant increases in energy costs as system efficiencies degrade
- major increases to Facilities Capital Revitalization requirements

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits and other related costs. Donor/sponsor-designated funds provide support for costs related to Smithsonian programs, such as horticulture operations, architectural history, and historic preservation 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 2007 ACTUAL	1,319	167,082	16	6,259	5	442	0	0
FY 2008 ESTIMATE	1,328	177,290	10	3,900	5	410	0	0
FY 2009 ESTIMATE	1,368	183,745	10	3,900	5	317	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	704	8	715	0	11
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	411	117,745	411	121,242	0	3,497
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	869	52,951	909	55,811	40	2,860
Provide a safe and healthy environment to support Smithsonian programs	40	5,890	40	5,977	0	87
Total	1,328	177,290	1,368	183,745	40	6,455

BACKGROUND AND CONTEXT

The Office of Facilities Engineering and Operations (OFEO) plays a major role in helping the Smithsonian Institution achieve its complex mission

by providing a safe, secure, and quality-built environment that enables museum staff to provide exemplary exhibits to nearly 25 million visitors.

The Facilities Operations, Security, and Support (OSS) program within OFEO operates, secures, and supports the Smithsonian's physical infrastructure. OFEO provides operational security and support services for approximately 12 million square feet of owned and leased facilities, including 19 museums and galleries, nine research centers, and the National Zoological Park.

Resources within OSS support facilities operations and include activities such as fire protection; building system operations; grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; and safety, environmental, and health services. Resources also support facilities planning, architectural/engineering design plans, as well as postage, utilities, and central rent costs.

For FY 2009, the budget estimate includes an increase of 40 FTEs and \$6,455,000. This amount includes \$2,644,000 for necessary pay for existing staff funded under this line item; \$1,771,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget; and a programmatic increase of 40 FTEs and \$2,810,000 for security support, offset by a reduction (-\$770,000) for non-recurring costs in FY 2008.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, OFEO will continue to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, OFEO's resources will be focused on meeting the growing operational requirements of the Institution's facilities. OFEO has benchmarked the Institution's custodial staffing levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). In 2006, the Institution received the prestigious Award of Excellence from APPA in recognition of OFEO's excellence in facilities management, and its efforts to establish measurable performance standards and staffing levels for appearance and cleanliness, and efficient operations. Ultimately, the Institution intends to achieve APPA's appearance level 2, which is referred to as "Ordinary Tidiness." This level of appearance will provide an acceptable level of cleanliness that meets public expectations. In FY 2008, OFEO will only approach appearance level 3, "Casual Inattention." Although this level

of appearance is not totally acceptable, it will ensure a generally clean and odorless environment.

OFEU will also use base resources to continue providing protection for the facilities, staff, and volunteers, while also permitting an appropriate level of access to the National Collections. The Institution will continue to focus on security measures required to address elevated risks identified in the All-Hazard Risk Assessment conducted in 2006. Increased resources in FY 2009 will be used to continue implementing operational security measures to ensure that proper access controls and background/screening measures are implemented for all employees, contractors, and volunteers, as well as to ensure that the newly opened Donald W. Reynolds Center (DWRC) and the National Museum of the American Indian (NMAI) Mall Museum are adequately staffed.

In addition, OFEU will continue using base resources to provide a safe and healthy environment for the Institution's staff by concentrating its efforts on reducing occupational injuries and illnesses.

STRATEGIC GOALS AND FY 2009 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (8 FTEs and \$715,000)

- Present academic lectures and tours relating to the history of the oldest Smithsonian facilities
- Complete installation of the 2009 orchid exhibit by January 2009
- Conduct a visitor survey of the 2009 orchid exhibit and compare results to previous exhibit surveys in an effort to improve visitors' experiences and help develop future exhibits

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (411 FTEs and \$121,242,000)

- Maintain cleanliness improvements achieved in FY 2008 and continue to improve operational efficiencies, cost and quality controls, and accountability
- Maintain a 95 percent rate of response to work requests that are within established time limits (i.e., 30 minutes for emergencies and two weeks for regular work requests)
- Maintain at 85 percent the percentage of work orders that are completed within 120 days

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (909 FTEs and \$55,811,000)

- Maintain crime rate for non-collection property at less than 7 crimes per million visitors, while ensuring that the crime rate for staff and visitors is not more than one crime per million visitors
- Ensure that the crime rate for intentional loss/damage to collections remains at zero
- Ensure that all new employees, all volunteers, and 70 percent of contractors have appropriate background investigations

Provide a safe and healthy environment to support Smithsonian programs (40 FTEs and \$5,977,000)

- Reduce occurrences of deficiencies/hazards that can cause serious injury and/or illness (Risk Assessment Code 1 and 2 findings) by 10 percent from the previous year to progress toward achieving a zero-injury goal
- Reduce occupational injuries and illnesses by 18 percent from the FY 2003 baseline
- Support an Occupational Health Risk Management Program aimed at reaching 10 percent of employees Institution-wide
- Achieve a 12 percent reduction in lost production day costs through injury and illness prevention and wellness programs

FY 2009 REQUEST — EXPLANATION OF CHANGE

The FY 2009 budget estimate includes a net increase of 40 FTEs and \$6,455,000. This amount includes an increase of \$2,644,000 for necessary pay for existing staff funded under this line item, and \$1,771,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget. Also included is a programmatic increase of 40 FTEs and \$2,810,000 for additional security guards and to ensure SI-wide security improvements. Offsetting the increases is a reduction (-\$770,000) for non-recurring costs in FY 2008. The programmatic increases, and offsetting decrease, are as follows:

- (+ \$2,004,000, +40 FTEs) This increase provides funding for an additional 40 security guards at the DWRC and NMAI to ensure at least minimal security staffing at these facilities. Specifically, an additional 17 FTEs are requested to provide the minimal security staffing of 68 FTEs for the newly opened DWRC (\$816,000). An additional 23 FTEs are requested to provide the minimal security staffing of 60 FTEs at the NMAI Mall Museum (\$1,104,000). One-time funding of \$84,000 will provide for the purchase of uniforms, security supplies, and materials.

- (+ \$400,000) This increase will support contractor services and equipment to complete implementation of and provide maintenance for the Institution's credentialing and personnel security systems, which were started in FY 2008 to ensure compliance with Homeland Security Presidential Directive 12 (HSPD-12) and internal audits of the Inspector General. The requested funding provides for maintenance contract support for the Homeland Security database; and for the expansion of the credentialing and personnel security databases to New York City, Panama, Hawaii, Arizona, and Massachusetts, while integrating the databases with the Institution's human resources systems and ensuring that routine system maintenance is performed.
- (+ \$406,000) This increase provides \$406,000 for the Department of Homeland Security's (DHS) Federal Protective Service (FPS) security services, including the cost of five contract guards, maintenance of capital equipment, and basic facility charges. DHS/FPS provides security services to the Custom House in New York City, a General Services Administration-owned building that houses the NMAI's George Gustav Heye Center. As a result of the terrorist attacks on September 11, 2001, DHS/FPS increased security services at the building. A proposed agreement among FPS, the Smithsonian, and other tenants will replace FPS-contracted guards with Smithsonian security guards and court security officers, resulting in significant cost savings for the tenants of the Custom House. The requested funds pay the charges that NMAI has been assessed, as one of the tenants, for security costs associated with areas not monitored by the Smithsonian's security guards.
- (-\$770,000) Returns one-time FY 2008 funds for necessary expenses to implement the mandates of the HSPD-12 for a common identification standard (\$-570,000), and funding for background investigations for existing contractors and volunteers (-\$200,000).

If the FY 2009 request is not allowed, OFEO will not be able to continue implementing HSPD-12 requirements, properly conduct background investigations, and adequately staff the DWRC and NMAI, thereby leaving the Institution and its assets vulnerable to potential theft and/or terrorist attacks.

NONAPPROPRIATED RESOURCES — General trust funds support salaries and benefits and other related costs. Donor/sponsor-designated funds provide for costs related to Smithsonian programs, such as horticulture operations and architectural history and historic preservation projects.

FACILITIES CAPITAL

FY 2007 Appropriation	\$98,554,760
FY 2008 Estimate	\$105,429,240
FY 2009 Estimate	\$128,000,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	48	84,209	48	102,312	0	18,103
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	8,840	0	5,230	0	-3,610
Provide a safe and healthy environment	0	12,380	0	20,458	0	8,078
Total	48	105,429	48	128,000	0	22,571

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 provide 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 have 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 10-year, \$1.5 billion requirement for capital revitalization of Smithsonian facilities. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) reports of April 2005 and September 2007 confirmed that \$2.5 billion (in FY 2007 dollars) is required

for revitalization, construction, and maintenance in the coming decade. This amount includes requirements for anti-terrorism modifications and maintenance that were not addressed during the NAPA study. Funding levels of the past few years have allowed the Smithsonian to make some progress against this requirement. 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 sufficient capital support, the Institution will eventually fail in its mission.

MEANS AND STRATEGY

The FY 2009 budget request for the Facilities Capital Program represents a significant investment in the goal of Enhanced Management Excellence, with an increase of \$22.6 million from the FY 2008 level. With funding in the Facilities Capital Program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections, and will make incremental progress toward returning to and then sustaining Smithsonian facilities at a fully functional level in the next decade.

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 major areas, both of which are essential: facilities capital and facilities maintenance.

The Facilities Capital Program entails both construction and revitalization activities; however, there are no major capital construction funds requested for this year's budget. Revitalization involves making major repairs or replacing declining and failed infrastructure to address the causes of advanced deterioration. Once completed, these projects will enable the Smithsonian to avoid the crippling failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the irretrievable loss of precious scientific data.

Funding for facilities routine maintenance and minor repairs 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 Smithsonian facilities and protect the Institution's investment in revitalization. Underfunding maintenance devalues the Institution's capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources during the next decade to arrest the downward spiral of deterioration and provide for safe, code-compliant, and functional facilities that support Smithsonian programs. Adequate future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

The Institution completed a Program Assessment Rating Tool (PART) evaluation of the Facilities Capital Program during FY 2005 and received the highest PART rating score. This rating confirms the NAPA and GAO conclusions that these programs are effectively managed and, if fully funded, will achieve long-term results in improving the Institution's essential infrastructure.

STRATEGIC GOAL AND FY 2009 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition that support the Smithsonian mission (48 FTEs and \$102,312,000)

- Improve the Facilities Condition Index (FCI) of Smithsonian buildings
- Complete 75 percent of the construction of the new holding facility and habitats 2 and 3 for Asia Trail Phase II, Elephant Trails, at the National Zoological Park
- Complete 50 percent of structural repairs to the General Services Building, and 30 percent of Seal/Sea Lion life-support system renewal
- Complete design of the garage infill project and initiate design for revitalization of the West Wing public space at the National Museum of American History (NMAH)-Kenneth E. Behring Center
- Complete revitalization of the West Wing basement, East Court basement and first floor, and Main Building tunnels; 80 percent of the West Wing ground floor; and 10 percent of window replacement at the National Museum of Natural History (NMNH)
- Complete 60 percent of the renovation of Pod 3 at the Museum Support Center
- Complete 80 percent of the electrical system replacement at the National Air and Space Museum
- Complete construction of replacement greenhouses at Suitland, Maryland
- Initiate construction of the laboratory facilities and site utilities infrastructure in Gamboa, Panama

- Complete planning/programming for the National Museum of African American History and Culture; begin initial design work
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (\$5,230,000)
- Complete 75 percent of the construction of the permanent perimeter security barriers at the NMAH
Provide a safe and healthy environment (\$20,458,000)
- Complete critical fire-protection improvements at the National Zoological Park
- Complete 80 percent of the replacement of fire-protection systems at the Museum Support Center and complete replacement at other Smithsonian facilities
- Complete 30 percent of installation of backflow prevention valves at all Smithsonian buildings in the Washington, DC metropolitan area

FY 2009 REQUEST — EXPLANATION OF CHANGE

The Institution requests \$128,000,000 and 48 FTEs for the Facilities Capital Program in FY 2009 for Revitalization, and the Planning and Design funding needed to support these and future projects. This amount will enable the Smithsonian to keep pace with the NAPA-recommended and GAO-reviewed schedules for eliminating the current backlog of revitalization requirements by applying resources to complete the most critical design and revitalization work. Projects at the Zoo will be guided by the nearly complete master plan to correct the deteriorating conditions there. This request also recognizes the need to sustain progress in other priority areas, which include revitalizing the NMNH and the NMAH. Several emerging priorities are also represented, including the need to address serious deficiencies in collection storage conditions, and to renovate or replace research and support facilities to protect the viability of ongoing operations.

If this request is not allowed, the Institution's facilities will continue to deteriorate, increasing the eventual cost of revitalization and the risk of further building closures.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2009, and the related future program requirements through FY 2013.

SMITHSONIAN INSTITUTION

Federal Facilities Capital Program Summary

FY 2009 - FY 2017

CATEGORY	Received			Congress Request	Future Program				
	FY 2006	FY 2007	FY 2008		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
\$Millions									
REVITALIZATION									
Major Projects									
Arts & Industries Building	5.8								TBD
Greenhouse Replacement			2.8	8.2					
Hirshhorn Museum							7.3		18.5
Museum Support Center			10.0	15.0	15.0		6.5	6.5	6.5
National Air and Space Museum		1.5	6.8						50.0
National Museum of American History	18.1	13.5				20.0	27.0	27.0	100.0
National Museum of Natural History	12.8	25.4	22.5	25.7	32.0	30.0	30.0	30.0	40.0
National Zoological Park	13.8	16.0	18.8	21.1	28.8	19.8	25.1	15.6	172.7
Quadrangle									64.5
Renwick Gallery									25.0
Donald W. Reynolds Center									
Suitland Collection Center									24.0
Smithsonian Castle								33.0	122.0
STRI, Gamboa			1.5	3.0	11.0				
Udvar-Hazy Center									5.0
Anti-Terrorism Protection	7.9		8.0		5.3	27.7	16.8	20.0	35.9
Other Revitalization Projects	14.4	26.3	20.5	31.5	31.8	34.2	33.6	16.5	78.5
SUBTOTAL	72.8	82.7	90.9	104.5	123.9	131.7	146.3	148.6	742.6
CONSTRUCTION									
NMNH, Museum Support Center Pod 5	17.8	5.4							
SAO, VERITAS Site Improvements									
SERC, Construction Mathias Lab Modules					12.0	25.0			
National Museum of African American History & Culture							TBD	TBD	223.0
NZP, General Services Building Expansion								10.0	10.0
Other Future Construction									112.5
SUBTOTAL	17.8	5.4	0.0	0.0	12.0	25.0	0.0	10.0	345.5
FACILITIES PLANNING & DESIGN	7.9	10.5	14.5	23.5	33.5	33.9	22.5	11.4	75.4
TOTAL REQUEST	98.5	98.6	105.4	128.0	169.4	190.6	168.8	170.0	1,163.5

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This investment provides for the replacement of failing or failed major building systems and equipment, and for 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 modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restoration of historic features, and modernization of the buildings to support current program requirements. Major projects are generally those that cost more than \$5 million.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Renovate Pod 3, Collections Storage Improvements	15,000
National Museum of Natural History	Revitalize Public and Non-Public Space	25,700
National Zoological Park	Upgrade Fire Suppression, Life-Safety & Infrastructure	7,600
	Repair Structural Systems, General Services Building	4,500
	Roof/Exterior Replacement and Repair	2,000
	Renew Seal/Sea Lion Facility, Phase I: Life-Support Systems	7,000
Suitland Support Facility	Replace Greenhouses	8,200
Smithsonian Tropical Research Institute	Replace Gamboa Laboratory Facilities and Upgrade Utility Infrastructure	<u>3,000</u>
TOTAL MAJOR PROJECTS		\$73,000

Other Revitalization Projects

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, 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>
Cooper-Hewitt Museum	Upgrade Mansion Electrical Distribution and Lighting	4,625
	Asbestos Abatement	1,500
Freer Gallery of Art	Replace Roof	1,275
	Upgrade Humidification System	700
National Museum of American History	Prevent Ground Water Infiltration into Lower Level	2,900
	Connect GSA Chilled Water System	1,500
Quadrangle		
Suitland Support Facility	Replace Switchgear Controllers/Switches at Museum Support Center	1,100
Multiple Locations	Install Backflow Prevention/Fire Pumps	2,100
	Construction Supervision and Administration	4,950
	Misc. projects \$500,000 and under	<u>10,850</u>
TOTAL OTHER PROJECTS		\$31,500
TOTAL REVITALIZATION		\$104,500

PROJECT TITLE: Renovate Pod 3, Collections Storage Improvements
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2009 COST ESTIMATE (Thousands of Dollars):

Renovate Pod 3	\$15,000
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PRIOR-YEAR FUNDING:

Design	\$2,500	
Construction	\$10,000	
Subtotal	\$12,500	\$12,500

<u>FUTURE-YEAR FUNDING (FY 2010):</u>	\$15,000
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Total	\$42,500
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BUILDING BACKGROUND:

Designed and built in 1983, the modern, precast concrete center is a research, conservation, and collection storage facility providing optimum environments for the storage, preservation, and study of Smithsonian collections. The original 524,000-square-foot facility has four large collection storage bays, referred to as pods, and an office-laboratory complex. The 120,000-square-foot fifth pod recently constructed provides code-compliant housing and laboratory space for natural history specimens stored in alcohol.

PROJECT JUSTIFICATION:

Pod 3 was originally intended for the storage of natural history specimens preserved in alcohol. The National Museum of Natural History (NMNH) engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pod was not constructed with intermediate floors in order to permit maximum flexibility. In the face of fire and life-safety codes and the needs of the collections, it became impractical to upgrade Pod 3 to meet the standards required for alcohol storage. The alcohol collections now in Pod 3 are being moved to the newly completed Pod 5. This will free up valuable space in Pod 3 for the storage of other Smithsonian collections requiring high-quality environmental conditions and security, including physical anthropology collections, specimens needing cold storage or special gas storage, and art works. These collections are currently stored in substandard space in the museums and in leased space that does not meet climate control requirements for the long-term preservation of collections.

PROJECT DESCRIPTION:

Pod 3 has a gross footprint of about 36,000 square feet. It contains an attached, interior, three-level (9,000-square-foot/level) structural system for collection storage, which covers one-third of the available floor space and is being used to store part of the NMNH wet alcohol collection. The revitalization

of Pod 3 will include demolishing the inefficient interior three-level structural system, all electrical equipment, and all existing sprinkler piping systems, and reconfiguration to provide additional collection storage for NMNH (36,000 square feet) and art collections for multiple art museums (36,000 square feet). The space will be divided into two permanent floors with separate areas for each collection type, with a new mechanical system independent from the rest of the building to provide appropriate environmental conditions for each space. The new space will meet all current fire codes, with a 2-hour fire rating for floor slabs and fire walls, and new fire-detection and suppression systems. The Institution requests \$15 million in FY 2009 to complete the renovation, and will request funding in future years to purchase storage equipment and move the collections into the building.

PROGRESS TO DATE:

The Institution is designing the project with funding received in FY 2007, and plans to award the construction contract with \$10 million received in FY 2008.

IMPACT OF DELAY:

Once the current collections stored in alcohol are moved from Pod 3 into Pod 5, Pod 3 will become a one-floor storage area with inefficient space use and limited collections storage capability. Without the planned revitalization, the physical anthropology collections (now in NMNH) requiring special environmental conditions, and art collections (multiple leased locations), cannot be relocated out of currently inappropriate space. The result will be more rapid deterioration of collections items, higher security risks, and higher lease costs for the Institution. Failure to move collections from the NMNH will also delay the next major HVAC renovations of that building because work cannot be done with collections in those spaces.

PROJECT TITLE: Revitalize Public and Non-Public Space
INSTALLATION: National Museum of Natural History (NMNH)
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement and Building Renovation	\$25,700*
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<u>PRIOR-YEAR FUNDING</u>	\$177,070
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FUTURE-YEAR FUNDING (FY 2010–FY 2016)

Ongoing HVAC replacement and code improvements	\$199,900*
Total	\$402,670

* Does not include funding in Planning and Design account to complete future design of revitalization project.

BUILDING BACKGROUND:

The NMNH 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 approximately one-and-a-half million square feet. The building includes 300,000 square feet of public museum space, with collections, laboratory, office, and building services spaces filling the remaining one million square feet. The Museum typically hosts five to six million visitors annually, and is one of the most visited museums in the world.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems were installed in the early 1960s, and are more than 40 years old, so they are in need of major renovations. 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 many crowded days, or for the display and preservation 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. In addition, a number of long-standing health and safety violations compromise the well-being of visitors and staff. Main stairwells and auditorium exit corridors are dark, violate building code, and are insufficiently served by smoke-evacuation fans. Dozens of building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a health hazard and hamper proper maintenance and response to utilities failures. The windows in the original portion of the building are severely deteriorated.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is struggling to complete a comprehensive renovation program in

the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and 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, \$177.0 million has been appropriated for the revitalization project. The total cost of renovating the NMNH is estimated to exceed \$402 million through FY 2016 (at current funding levels).

The Institution requests \$25.7 million in FY 2009 to continue the renovation. Specific work will include: HVAC replacement and associated renovation of the ground and first floors of the West Wing (\$16 million) and the basement, ground and first floor of the East Court (\$3 million); continuing renovation of the passenger elevators (\$3 million); replacement of the main building windows (\$1.2 million); renovation of the air towers (\$0.5 million) to improve air quality; and upgrade of electronic security in collections storage areas (\$2 million).

PROGRESS TO DATE:

Renovation of Halls 7–10 and 23–25 for the \$24 million *Ocean Hall* exhibit funded by the National Oceanic and Atmospheric Administration (NOAA) is essentially complete, as is renovation of Halls 27–30 for the *Butterfly Exhibit*. Other construction recently started includes HVAC renovations of the West Wing basement, the southwest portion of the third floor of the Main Building, the west air tower, and Hall 12. Work will soon start on renovating 25 percent of the building's elevators. Design is nearing completion for other work planned for FY 2008, including the HVAC renovation of the West Wing basement, Phase II, the West Wing mechanical penthouse, the Main Building utility tunnels, and the emergency generator and high-voltage vault renovation. The space plan has been updated and a revised master plan is now complete. They form the basis for sequencing future infrastructure renovations.

IMPACT OF DELAY:

If funding is delayed, building systems will continue to deteriorate and fail, and environmental conditions required for the Museum's collections and the visiting public cannot be maintained. In addition, the Museum's exhibit re-installation program would not proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Upgrade Fire Suppression, Life-Safety and Infrastructure
INSTALLATION: National Zoological Park (NZP), Rock Creek Park and Front Royal
LOCATION: Washington, DC

<u>FY 2009 COST ESTIMATE (Thousands of Dollars):</u>	\$7,600
<u>PRIOR-YEAR FUNDING:</u>	\$15,608
<u>FUTURE-YEAR FUNDING (FY 2010–FY 2013 +):</u>	<u>\$41,750</u>
Total	\$64,958

PROJECT JUSTIFICATION:

Much of NZP's current utility and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the Zoo to protect and support its animals' safety. Correcting deficiencies in water service mains is crucial to provide critical fire-suppression systems in many of the unprotected areas of the Zoo, and to provide adequate water for the animals.

PROJECT DESCRIPTION:

The Institution requests \$7.6 million to install critical fire-protection and life-safety systems at both the Rock Creek Park and Front Royal, Virginia facilities, including fire systems in the Mammals, Reptiles, Think Tank, Amazonia, Boiler Plant, Visitor Center, General Services Building, and miscellaneous small buildings at Rock Creek (\$6 million); animal-holding buildings at Front Royal (\$0.1 million); and the final increment of replacement of the water main to the lower Zoo area to support future fire-sprinkler upgrades (\$1.5 million).

PROGRESS TO DATE:

The Institution has used previous 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 conduits, electric feeders, and switchgear from Connecticut Avenue to the Elephant House. Funds were also used to upgrade the fire-protection water supply and install fire hydrants at the Bird House Hill and the Research Hospital Hill. Additional fire-alarm, smoke-detection, and fire-suppression systems in critical areas of the Rock Creek Park and Front Royal facilities will be designed by the end of FY 2008, and will be constructed in accordance with the 2006 utilities and fire-protection master plans. Smoke evacuation studies began in FY 2007 and smoke modeling for major animal buildings is under way. Based on recommendations from smoke models, phased design and construction could begin in 2010 to ensure that smoke can be quickly removed from animal buildings in the event of fire.

IMPACT OF DELAY:

A delay in completing this work would endanger the animals, visitors, and staff, and would hamper the care and safety of the live animal collections.

PROJECT TITLE: Repair Structural Systems, General Services Building
INSTALLATION: National Zoological Park (NZIP), Rock Creek Park
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$4,500

PRIOR-YEAR FUNDING:

Design	\$472	
Construction	<u>\$985*</u>	
Subtotal:	\$1,457	<u>\$1,457</u>
Total		\$5,957

* This amount reflects that \$2.5 million of the \$3.5 million appropriated in FY 2008 for the Zoo's General Services Building (GSB) is being used to complete two emergency projects at the Zoo, which are the installation of underground high-voltage cable (\$1.5 million) and renovation of the Marmoset Building (\$1 million). The \$985,000 will complete the most immediately required repairs to the GSB.

PROJECT JUSTIFICATION:

The General Services Building (GSB) houses numerous critical functions at NZIP, including the animal nutrition commissary, the maintenance and repair shops, and offices for safety, horticulture, exhibits, project management, engineering design and construction staffs, as well as parking for staff and visitors. Recent studies identified critical structural deficiencies that, if not repaired, will cause structural failure and localized collapse. The structural deficiencies are responsible for the cracks in the foundation walls that allow water into the commissary, which was cited by the USDA in November 2005 as a deficiency requiring immediate attention.

PROJECT DESCRIPTION:

This project will strengthen and repair structural deficiencies (e.g., cracked concrete, deteriorated steel reinforcement and degraded tie-back tension rods) in the General Services Building and in the retaining wall that supports the North Road, the major public and private thoroughfare through the Zoo. A total of \$3.5 million was provided in FY 2008 to begin the repairs. A portion of this amount will be used to complete the most immediately required repairs to the General Services Building. An amount of \$2.5 million will be moved to deal with two emergency projects at the Zoo: the installation of underground high-voltage cable (\$1.5 million) and the renovation of the Marmoset Building to relocate the Genetics Lab out of the current flood-prone building. The Institution requests \$4.5 million in FY 2009 to complete the structural work required to bring the GSB up to code.

PROGRESS TO DATE:

Studies to assess the condition of the structure and to develop concept solutions were completed in 2005. Funding for design of the structural repairs was provided in FY 2006 through reprogramming of funds from the deferred Wetlands project. Design is now complete for immediate structural repairs (safety issues) where joints are failing and concrete is spalling around exposed

rebar. The Institution expects to begin these repairs in March 2008. Design for comprehensive structural stabilization is under way and will be completed by the end of FY 2008. The funds requested for FY 2009 will complete this work, which will allow the building to resist the load of the hillside by reinforcing foundations and walls to act as a "rigid structure."

IMPACT OF DELAY:

Delay of the project will risk structural failure in the building and injury to staff or visitors. Deterioration of the building will accelerate, and the amount of intervention needed to correct the problems will increase and the costs will escalate. Until the work is completed, NZP will not be able to comply with the USDA requirement to stop water infiltration into the commissary.

PROJECT TITLE: Renew Façades, Roofs, and Skylights
INSTALLATION: National Zoological Park (NZP), Rock Creek Park
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$2,000

PRIOR-YEAR FUNDING: \$12,331

FUTURE-YEAR FUNDING (FY 2010): \$2,000

Total \$16,331

PROJECT JUSTIFICATION:

The roofs, skylights, and façades of several major buildings have major leaks, causing interior damage and threatening the well-being of the animals and the research operations housed in the buildings.

PROJECT DESCRIPTION:

A comprehensive study of Zoo roofs and exteriors, completed in FY 2005, identified and prioritized roof and façade repairs and renewals required now and over a 20-year renewal cycle. The Institution requests \$2 million in FY 2009 to complete the roof and exterior renovations at the Veterinary Hospital, Necropsy Building, Department Conservation Biology, Quarantine building, and the Property Yard Storage building. Funds will be requested in a future year to complete the remaining roofs in the current cycle, including the Boiler Plant, the Propagation facility, and the Lion/Tiger building.

PROGRESS TO DATE:

From earlier appropriations, the Smithsonian has completed renewing the façades, roofs, and skylights at the Elephant House, Small Mammal House, Amazonia Building, Great Ape Building and the Reptile Discovery Center. Extremely heavy rains during June 2006 caused flooding at Rock Creek and the Zoo barely averted a catastrophic flooding of the Genetics and Propagation Building. Such a flood would have caused several millions of dollars in damage to the genetics laboratory and equipment, and would have set back a number of world-class research projects many years. As a result of this near disaster, FY 2007 roof funds and \$1 million of the Zoo's General Services Building renovation will be used to renew the Marmoset Building, including the façade and roof, in order to relocate the genetics laboratory to this building. During FY 2007, designs were completed for the projects planned for FY 2009.

IMPACT OF DELAY:

A delay in correcting the serious problems with the leaking façades, roofs, and skylights at the Zoo could endanger the animals and exacerbate the deterioration of building interiors and systems, as well as increase the cost of the work.

PROJECT TITLE: Renew Seal/Sea Lion Facility
INSTALLATION: National Zoological Park, Rock Creek Park and Front Royal
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars):

Renew life-support systems	\$7,000
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PRIOR-YEAR FUNDING:

Design life-support system renewal	\$947
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FUTURE-YEAR FUNDING (FY 2010–FY 2013):

Revitalization of Remaining Facility Systems	<u>\$20,000</u>
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Total	\$27,947
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PROJECT JUSTIFICATION:

The *Seal and Sea Lion* exhibit is an exhibition anchor for the Beaver Valley. The 30,000-square-foot facility was built in 1978, and includes individual exhibit pools for seals and sea lions, separate holding pools for both species, and a large structure housing the life-support systems, maintenance, storage, and support operations. Age and technology advances have left the life-support systems and associated facilities in need of major revitalization so that current U.S. Department of Agriculture and Association of Zoos and Aquariums (AZA) standards for the care of marine mammals can be met.

PROJECT DESCRIPTION:

This phased renewal project makes improvements and modifications to bring the facility into compliance with CFR Title 9, volume 1 — Specifications for the Humane Handling, Care, Treatment, and Transportation of Marine Mammals. The Institution requests \$7 million in FY 2009 for Phase 1, the renewal of the life-support systems. The work will include replacing deteriorated plumbing pipes and valves, upgrading deteriorated pumps and filters, and providing a new chemical treatment system to clean and control water quality. Phase 2 will revitalize the *Seal and Sea Lion* facility by reconfiguring holding pools, rehabilitating the large exhibit tanks, repairing the deteriorated rockwork and landscape, adding visitor amenities and addressing ADA concerns. Funds for this work will be requested in a future year.

PROGRESS TO DATE:

The Institution has completed 35 percent design for Phase I, and will complete design of Phase I and concept development of Phase 2 in FY 2008. Phase II design will be completed with funds included in the Facilities Planning and Design request for FY 2009.

IMPACT OF DELAY:

If the life-support system fails, the seals and sea lions would perish. If the life-support systems degrade further, the holding facility would be closed and the animals relocated to another AZA-approved institution.

PROJECT TITLE: Replace Greenhouses
INSTALLATION: Suitland Support Facility
LOCATION: Suitland, Maryland

FY 2009 COST ESTIMATE (Thousands of Dollars): \$8,200

PRIOR-YEAR FUNDING:

Planning	\$400	
Design/Construction	<u>\$2,800</u>	
Subtotal	\$3,200	<u>\$3,200</u>
Total		\$11,400

BUILDING/SITE BACKGROUND:

The Smithsonian has leased a 55,000-square-foot greenhouse complex for its horticultural operations on the property of the Armed Forces Retirement Home (AFRH) in northwest Washington, DC since 1974. The complex includes 12 greenhouses, a headhouse for administrative and logistical functions, and a shade house. The complex houses the Institution's world-class orchid collection, and provides space to grow a wide variety of plant materials for exhibits, gardens, and special events, which would be costly or impossible to obtain commercially.

PROJECT JUSTIFICATION:

The AFRH plans to lease the property where the greenhouse complex is currently located. AFRH could turn the site over to a developer as early as September 30, 2008, when the current lease expires, forcing the Smithsonian to acquire a new greenhouse facility. A thorough analysis of the horticulture program and greenhouse functions and operations determined that the most cost-effective method of maintaining the orchid collection and providing the needed plant materials is to replace the current greenhouses with a new facility at the Institution's Suitland, Maryland site.

PROJECT DESCRIPTION:

The proposed 55,000-square-foot facility will replace the existing complex with comparable administrative and growing space. Although the Institution's space requirement will actually grow in future years due to such new activities as the Butterfly House at NMNH — where plants must be grown without pesticides to protect the live butterflies — other operating efficiencies will enable the horticultural functions to stay within the same greenhouse square footage that they now occupy. The greenhouses will be built of a polycarbonate plastic material to reduce costs, and off-the-shelf prefabricated building kits will be used to reduce design requirements and expedite construction time. The Institution is using FY 2007 facilities planning and design funds to complete planning and concept design for the greenhouses, including selection of the site, and received \$2.8 million in FY 2008 to complete the design and award a construction contract to replace

the greenhouses. The Smithsonian requests \$8.2 million in FY 2009 to complete construction of the greenhouse complex in order to provide vital space for the orchid collection and growing space to support exhibit activities.

PROGRESS TO DATE:

The design is 65 percent complete, and final design documents are expected in April 2008. The Smithsonian expects to award the construction contract in July. The Institution is negotiating with AFRH's developer to finalize arrangements to stay at the present greenhouse site until greenhouse construction in Suitland is completed.

IMPACT OF DELAY:

Delay in funding this project will leave the Institution without a greenhouse facility when the AFRH turns the current complex over to its developer. As a result, the Institution will not be able to maintain its valuable orchid collection or provide interesting plantings in and around the monumental buildings on the National Mall without incurring significant additional operating costs such as leasing alternative space or buying a more limited selection of plant materials from commercial growers.

PROJECT TITLE: Gamboa Development: Replace Laboratory Facilities
INSTALLATION: Smithsonian Tropical Research Institute (STRI)
LOCATION: Panama

FY 2009 COST ESTIMATE (Thousands of Dollars):

Replace Laboratory Facilities	\$3,000
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<u>PRIOR-YEAR FUNDING (FY 2008):</u>	\$1,664 *
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<u>FUTURE-YEAR FUNDING (FY 2010):</u>	<u>\$11,000</u>
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TOTAL	\$15,664
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* \$1.5 million appropriated in FY 2008 to begin construction will be requested to be reprogrammed to design the new building.

BACKGROUND:

STRI is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI recently purchased 18 acres (formerly leased) from the Republic of Panama at a location in Gamboa. STRI also has custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island (BCI) Nature Monument, another key research site over which STRI maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution, and is adjacent to the 55,000-acre Soberania National Park, considered the most accessible moist forest in central and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light, and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role that tropical plants and soils play in global climate change models, and for enriching our knowledge of tropical biodiversity.

PROJECT JUSTIFICATION:

Future development at Gamboa will be further defined as part of the overall master plan for STRI, which is currently being updated. A key element of the plan will be to consolidate the Terrestrial Tropical Science program, from its current urban location to Gamboa, to take advantage of the excellent research conditions and more direct access to research sites. The research

staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. STRI administrative staff, currently located in three buildings, will be relocated to the Tupper Center at the edge of Panama City, which will permit STRI to demolish or transfer approximately 48,000 square feet of old, expensive-to-maintain buildings in Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing, as well as shortening the distance to research sites.

PROJECT DESCRIPTION:

Anticipating the results of the master plan, the next step in developing the Gamboa site is the replacement of the Santa Cruz School to provide critical laboratory space for Terrestrial Tropical Science. The building has been unoccupied — and unoccupiable — for a number of years. A structural assessment determined that it would be more cost effective to replace the old facility with a comparably sized building made of concrete and/or steel, with low-maintenance, pest-free materials that meet the full requirements for use as a laboratory building. The Institution plans to construct a new building of approximately 53,000 square feet that will replace the space in the Santa Cruz School, as well as the space in other buildings in Gamboa and Panama City that STRI must return to the Republic of Panama. The new building will be slightly larger than the current space to accommodate the latest building codes and provide sufficient space for mechanical equipment. In addition to the building itself, the basic utilities infrastructure will need to be upgraded to support the building and future development of the site. Specific requirements include upgrading the potable water, storage system, and wastewater system; securing the perimeter; installing a backup generator and transformer; providing for parking and a driveway; and improving the site drainage system.

For FY 2009, the Institution requests \$3 million to begin construction of the schoolhouse replacement for use as laboratory space, which includes the upgrade of site utilities and infrastructure. The Smithsonian will request future funding for additional site development at Gamboa, as defined by the master plan, and to complete the laboratory facilities replacement. The Institution received \$1.5 million in FY 2008 to begin demolition of the existing structure and site work to prepare for the construction of the new one. The Smithsonian plans to request to reprogram these funds to complete the design of the new building.

PROGRESS TO DATE:

STRI has begun planning for the laboratory facilities, and is updating the earlier Facilities Master Plan to incorporate current requirements at Gamboa. In FY 2008, STRI will design the new building and the associated site infrastructure requirements, and expects to begin construction in FY 2009.

IMPACT OF DELAY:

A delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency.

Other Revitalization Projects

PROJECT TITLE: Upgrade Mansion Electric Distribution and Lighting
INSTALLATION: Cooper-Hewitt, National Design Museum
LOCATION: New York City, New York

FY 2009 COST ESTIMATE (Thousands of Dollars): \$4,625

PROJECT DESCRIPTION: The Mansion's electrical distribution system is in poor condition, does not meet current electrical codes in most respects, and lacks flexibility and capacity to accommodate modern design exhibits. The lighting system dates from the 1970s and does not meet the needs of a modern museum. The distribution system will be replaced and upgraded as part of a major expansion of the Cooper-Hewitt Museum's exhibit spaces. The lighting system will also be upgraded. Combining this work with the expansion project will allow the project to be performed economically, with minimal additional impact to Museum operations.

PROJECT TITLE: Asbestos Abatement
INSTALLATION: Cooper-Hewitt, National Design Museum
LOCATION: New York City, New York

FY 2009 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: A 1992 study documented the presence of asbestos-containing materials (ACM) in many areas of the Cooper-Hewitt Museum. As part of a major expansion of the Museum's exhibit spaces, much work will be required through floors, in walls, and in other areas where ACMs are located. This project will provide for abatement of the asbestos encountered during the expansion. Combining this work with the expansion project will allow the project to be performed economically, with minimal additional impact to Museum operations.

PROJECT TITLE: Replace Roof
INSTALLATION: Freer Gallery of Art
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$1,275

PROJECT DESCRIPTION: The roof on the Freer Gallery of Art was replaced in 1993 as part of the most recent major renovation of the facility. The roof is a four-ply, built-up, asphalt-bitumen roof with gravel ballast. The facilities assessment report prepared by the Smithsonian in 2001 found early signs of deterioration, and estimated seven years of remaining useful life. Recent assessments by building management staff have found accelerated deterioration and leaks into the attic. The project will replace the roof, and will repair/replace gutters and drains. Delay in execution of the project will result in worsening leaks that put valuable collections at risk.

PROJECT TITLE: Upgrade Humidification System
INSTALLATION: Freer Gallery of Art
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$700

PROJECT DESCRIPTION: The steam humidification system at the Freer Gallery has reached the end of its useful life. Several leaks in the building are attributed to the buildup of metals in the piping, which causes blockages, condensation of steam, and leakage at pipe joints. The leaks have endangered valuable collection items. The project will replace the existing steam supply with a steam-to-steam generator, which will provide steam without the metal impurities. Piping and humidifiers will also be replaced. Delay in this project will result in system failure and worsening leaks that put valuable collections at risk.

PROJECT TITLE: Prevent Ground Water Infiltration into Lower Level
INSTALLATION: National Museum of American History (NMAH)
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$2,900

PROJECT DESCRIPTION: Because of its location in a high water table area, water infiltration into the NMAH is a major issue. The lower level slab was engineered to be a hydrostatic pressure slab. The 12-inch thick slab and the walls above grade have a continuous metallic-cement waterproof coating. However, over time moisture has seeped in through cracks and other penetrations in the floor and walls, and this condition is exacerbated in times of high precipitation. Many areas remain constantly wet and show evidence of deterioration. Furthermore, due to the topography of the site, the lower level is located two full stories below grade. The transition in grade is made by retaining walls that align with the south side of the service entrance, including the ramps to the loading dock and the original bus entrance and staff parking area. This project will correct water infiltration problems on the lower level slab, around pipe penetrations, walls, and ceilings, and will waterproof areas located below grade as well. Delaying this project will allow unsatisfactory and inadequate conditions to continue to inhibit the Museum's ability to perform its mission and could affect its collections and personnel activities.

PROJECT TITLE: Connect to GSA Chilled Water System
INSTALLATION: Quadrangle
LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: The Quadrangle Building uses chilled water generated from a chiller plant on top of the Freer Gallery of Art for its HVAC needs. In 2001, the Smithsonian signed an agreement with the GSA to obtain chilled water

for HVAC systems in museums on the south side of the Mall. All connections to the GSA system have been made, except for the Quadrangle. The Institution is paying an annual fee to GSA for the full amount of chilled water needed for all the South Mall museums, including the Quadrangle. This project will complete the connection of the GSA chilled water supply system to the Quadrangle's HVAC system. The chiller plant on the Freer Gallery's roof, redundant piping, and the equipment will all be removed. The estimated payback period for the project is three years. Delay in project execution will result in continued payments to GSA for chilled water that the Smithsonian will not be able to use, and in increased maintenance outlays for repair of the failing chiller plant.

PROJECT TITLE: Replace Museum Support Center Switchgear Controllers/
Switches

INSTALLATION: Suitland Support Facility

LOCATION: Suitland, Maryland

FY 2009 COST ESTIMATE (Thousands of Dollars): \$1,100

PROJECT DESCRIPTION: The main electrical switchgear and controllers have outlived their useful life. The buss bars have pitted from frequent tripping, and are corroded and spalled to the point of being unsafe and unreliable. The associated controllers have been undependable for the past several years. Replacement parts are no longer available, forcing staff to make temporary modifications in many areas to keep the system operating.

PROJECT TITLE: Install Backflow Prevention in Washington, DC Buildings

INSTALLATION: Multiple Locations

LOCATION: Washington, DC

FY 2009 COST ESTIMATE (Thousands of Dollars): \$2,100

PROJECT DESCRIPTION: The District of Columbia Water and Sewer Authority (DC WASA) helped to pass legislation in 2001 that requires reduced pressure zone (RPZ) preventers at each building's potable water service entrance. These preventers guard public health and safety by protecting potable water from contaminants and pollutants through cross-connection. In June 2001, DC WASA cited deficiencies at all cross-connections at Smithsonian buildings in Washington, DC and Suitland, Maryland, and issued a notice stating that corrections should be completed as soon as possible. Backflow preventers have been installed in the Arts and Industries Building. The Institution will install preventers on remaining buildings in Washington, DC and Suitland, Maryland in multiple phases as funds are made available. The work in some locations will also require the upgrade of fire and domestic water pumps where installation of backflow preventers affects the water pressure. Failure to install the backflow preventers risks contamination of the potable water sources and may endanger public health.

PROJECT TITLE: Construction Supervision and Administration
INSTALLATION: Multiple Locations
LOCATION: Institution-wide

<u>FY 2009 COST ESTIMATE (Thousands of Dollars):</u>	\$4,950
<u>PRIOR-YEAR FUNDING (FY 2008):</u>	\$4,900
<u>FUTURE-YEAR FUNDING (FY 2010):</u>	\$5,100

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 48 FTEs will be funded from the \$5 million. Forty-three of the 48 FTEs are construction management engineers and will cost approximately \$4.4 million in FY 2009. The engineers directly supervise construction contractors to ensure 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 (COTRs). 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 who will support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions will cost approximately \$600,000 in FY 2009, and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessments, 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 operations at the Department of Defense and National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedule, prior to receiving funds to perform the work.

In order to plan and design ahead of Capital Program execution, funding of about 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2009 will provide necessary planning and design to at least the 35 percent stage for most projects included in the planned FY 2011 program, and will complete designs for projects planned for FY 2010. This will move the Institution closer to meeting the 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.

The Institution requests a total of \$23,500,000 for planning and design in FY 2009. These funds will be used to design several major revitalization projects (at the National Museum of Natural History, the National Museum of American History, the National Zoological Park, and for anti-terrorism projects at multiple locations) as well as to prepare designs for numerous smaller revitalization projects. This budget request will also enable the Smithsonian to begin design of the new National Museum of African American History and Culture; design the Mathias Laboratory Modules at the Smithsonian Environmental Research Center; and prepare comprehensive facilities master planning studies to guide future facilities decisions and other studies to ensure the most effective use of existing space.

If these essential 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 in the next decade.

LEGACY FUND

FY 2008 Appropriation	\$14,766,000
FY 2009 Estimate	0

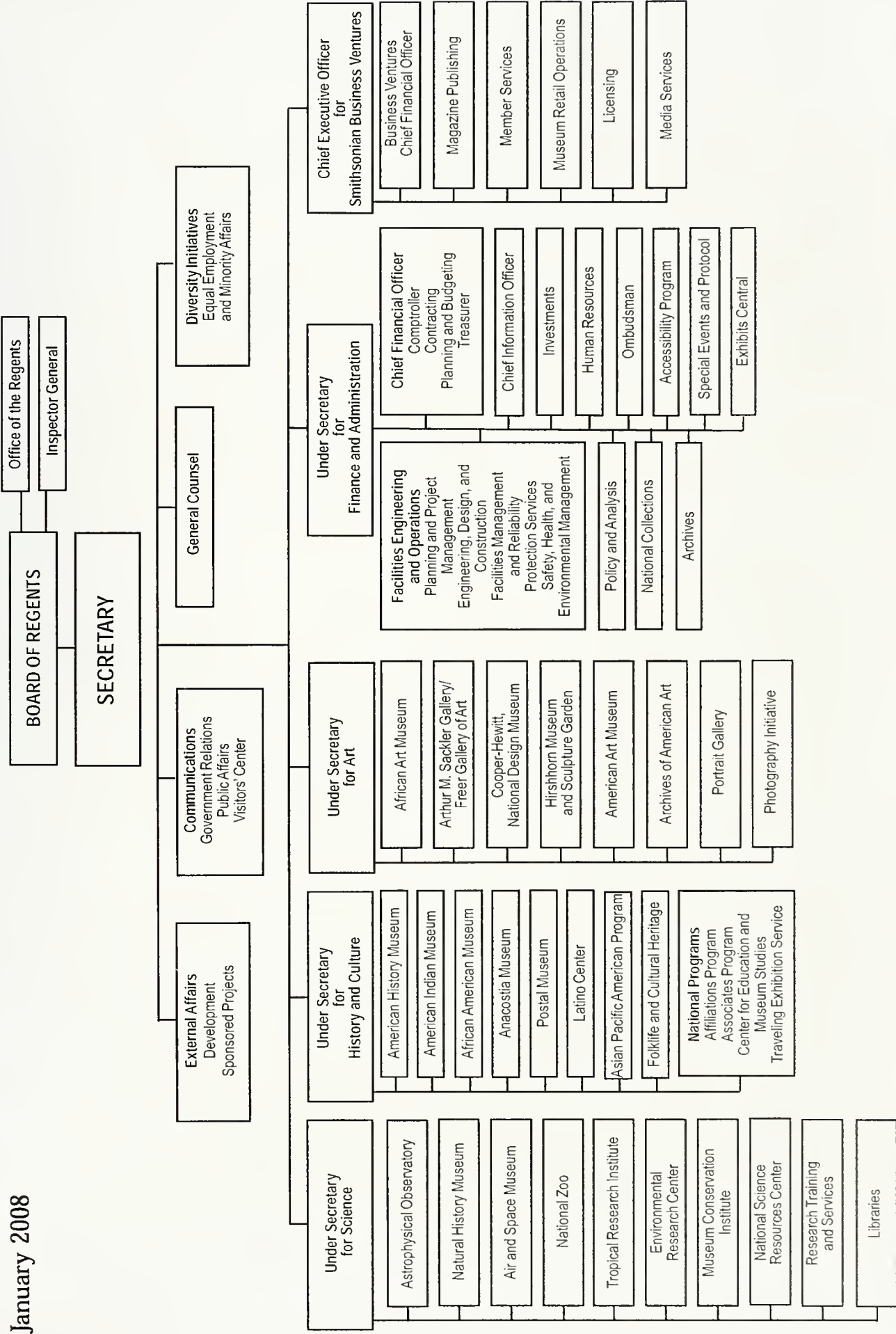
STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2008		FY 2009	
	FTE	\$000	FTE	\$000
Enhanced Management Excellence				
<i>Facilities</i>				
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	14,766	0	0
Total	0	14,766	0	0

BACKGROUND AND CONTEXT

The Legacy Fund was established by Congress in 2008 in Public Law 110-161 to provide a means to address the Smithsonian Institution's backlog of major repair and restoration of its facilities. The Fund was designed as a public-private partnership, in which each federal dollar provided must be matched by twice that amount in private contributions before the full \$15 million is made available for obligation. The Smithsonian is developing plans to raise the matching private funds. No funds are requested in FY 2009.



VISITS TO THE SMITHSONIAN FY 2003–FY 2007

<u>MUSEUM</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
MALL					
SI Castle	1,126,752	1,423,028	1,355,147	1,202,611	1,580,962
A&I Building ¹	841,019	250,743	3,564	0	0
Natural History	5,568,532	4,542,979	5,491,602	5,561,758	7,285,149
Air and Space/ Silver Hill ²	10,800,305	4,586,088	6,113,032	5,045,712	5,942,353
American Indian ³	0	112,097	2,468,524	1,620,692	1,822,087
Freer Gallery	308,839	360,231	322,175	420,319	564,178
Sackler Gallery	163,251	186,939	147,089	223,958	318,792
African Art	166,271	169,941	156,538	192,845	290,727
Ripley Center	249,819	184,679	193,995	233,226	278,672
American History ⁴	2,720,327	2,848,114	3,064,083	2,874,640	0
Hirshhorn	625,580	668,132	715,836	749,313	743,126
OFF MALL					
DW Reynolds Center (AA/PG) ⁵	0	0	0	274,840	787,648
Renwick	173,818	134,035	133,608	165,103	122,801
Anacostia	28,353	22,017	24,098	42,805	38,288
Cooper-Hewitt	141,545	141,548	143,303	186,628	226,998
American Indian ⁶	290,220	250,738	304,100	233,696	275,542
National Zoo	1,724,228	1,878,823	1,854,423	2,480,967	2,843,018
Postal	300,318	347,228	463,070	439,048	365,180
Udvar-Hazy Center ⁷	0	1,490,750	1,260,971	1,019,885	1,069,398
TOTAL	25,229,177	19,598,110	24,215,158	22,968,046	24,554,919

¹The Arts and Industries (A&I) Building closed to the general public in January 2004. However, the Discovery Theater continued performances until November 2004 when theater operations were relocated to the Ripley Center.

²Installation of magnetometers in October 2003 resulted in more accurate visitor counts at NASM.

³The National Museum of the American Indian opened to the public in September 2004.

⁴The National Museum of American History closed to the public in September 2006.

⁵Closed to the public January 2000 through June 2006. Reopened in July 2006.

⁶Includes the George Gustav Heye Center in New York City, and the Cultural Resources Center in Suitland, Maryland.

⁷The Udvar-Hazy Center at Dulles opened to the public in December 2003.

TRUST FUNDS

In addition to support provided by federal appropriations, the Smithsonian 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, catalogue, 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 summarizes the sources of trust operating funds.

(Dollars in Millions)	FY 2007 Actual	FY 2008 Estimate
General Trust	73.7	62.6
Donor/Sponsor-Designated	198.2	111.6
Government Grants and Contracts	104.1	105.6
Total Available for Operations	\$376.0	\$279.8

SOURCE AND APPLICATION OF TRUST FUNDS — The following sections describe the sources of each category of trust funds as well as a general account of how they are used.

General Trust Funds — The sources of general trust funds are investment income; earnings from unrestricted endowments; net proceeds from the museum shops, catalogue, 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 2008 general trust funds total \$62,600,000. 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 2008 are projected to total \$111,600,000. Generally, these funds support a particular exhibition or program, or 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 manage 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 2008, Government grants and contracts are projected to be \$105,600,000. Of this amount, \$86,500,000 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 160-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 2008 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;... (2) prepare and distribute significant museum publications; (3) 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 30 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, 2009,

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:

Wording added by the Congress in Public Law 99-190 making appropriations for the Department of Interior and Related Agencies in 1986.

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..."

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."

Appropriation: Legacy Fund

1. For major restoration, renovation, and rehabilitation of existing Smithsonian facilities,

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."

2. \$ _____ 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."

3. *Provided*, that funds shall be only available after being matched by no less than \$_____ in private donations, which shall not include in-kind contributions:

Wording added in Consolidated Appropriations Act, 2008 to establish the Legacy Fund as a matching fund for private contributions.

20 U.S.C. §§ 55, provides that "...such sums as the Regents may, from time to time, see fit to deposit, not exceeding, with the original bequest, ...This shall not operate as a limitation on the power of the Smithsonian Institution to receive money or other property by gift, bequest, or devise, and to hold and dispose of the same in promotion of the purposes thereof."

20 U.S.C. §§ 56, provides that "The Regents are authorized to make such disposal of any other moneys which have accrued, or shall hereafter accrue, as interest upon the Smithsonian fund, not herein appropriated, or not required for the purposes herein provided, as they shall deem best suited for the promotion of the purpose of the testator."

4. *Provided further*, That none of the funds made available under this heading or any required matching funds shall be used for day-to-day maintenance, general salaries and expenses, or programmatic purposes.

Wording added in Consolidated Appropriations Act, 2008 for further clarification.

Adjustments to FY 2008 Funding (Dollars in Thousands)

Unit	FY 2008 Appropriation Less 1.56% Rescission \$000	Spread of Required Increase for IG/CFO /1 \$000	Reorganizations and Reprogrammings /2 \$000	FY 2008 Adjusted Base \$000
MUSEUMS AND RESEARCH CENTERS				
<i>American Museums</i>				
Anacostia Community Museum	1,962	(1)	3	1,964
Center for Folklife and Cultural Heritage	2,183	(2)	4	2,185
National Museum of African American History & Culture	12,380	(9)	(614) \3	11,757
National Museum of American History, Behring Center	20,950	(15)	39	20,974
National Museum of the American Indian	31,501	(23)	50	31,528
Subtotal, American Museums	68,976	(50)	(518)	68,408
<i>Art Museums</i>				
Archives of American Art	1,735	(1)	5	1,739
Arthur M. Sackler Gallery/Freer Gallery of Art	5,775	(4)	16	5,787
Cooper-Hewitt, National Design Museum	3,330	(3)	9	3,336
Hirshhorn Museum & Sculpture Garden	4,188	(3)	8	4,193
National Museum of African Art	4,331	(3)	5	4,333
National Portrait Gallery	5,511	(4)	16	5,523
Smithsonian American Art Museum	8,467	(6)	116 \4	8,577
Subtotal, Art Museums	33,337	(24)	175	33,488
<i>Science Museums and Research Centers</i>				
National Air and Space Museum	17,067	(13)	41	17,095
National Museum of Natural History	45,334	(33)	(80) \5	45,221
National Zoological Park	21,501	(16)	223 \5	21,708
Smithsonian Astrophysical Observatory	22,966	(17)	362 \6	23,311
Museum Conservation Institute	2,982	(2)	3	2,983
Smithsonian Environmental Research Center	3,372	(2)	6	3,376
Smithsonian Tropical Research Institute	12,394	(9)	20	12,405
Subtotal, Science Museums and Research Institutes	125,616	(92)	575	126,099
TOTAL MUSEUMS AND RESEARCH CENTERS	227,929	(166)	232	227,995

Adjustments to FY 2008 Funding (Dollars in Thousands)

Unit	FY 2008 Appropriation Less 1.56% Rescission \$000	Spread of Required Increase for IG/CFO /1 \$000	Reorganizations and Reprogrammings /2 \$000	FY 2008 Adjusted Base \$000
PROGRAM SUPPORT AND OUTREACH				
Outreach	9,518	(6)	27	9,539
Communications	2,110	(1)	(3) \3,7,8	2,106
Institution-wide Programs	6,845	(6)	0	6,839
Office of Exhibits Central	2,788	(2)	7	2,793
Major Scientific Instrumentation	3,825	(3)	0	3,822
Museum Support Center	1,756	(1)	3	1,758
Smithsonian Institution Archives	1,365	(1)	535 \8	1,899
Smithsonian Institution Libraries	9,402	(7)	18	9,413
TOTAL PROGRAM SUPPORT AND OUTREACH	37,609	(27)	587	38,169
ADMINISTRATION				
	65,699	214	(404) \7	65,509
OFFICE OF INSPECTOR GENERAL	1,946	100	6	2,052
FACILITIES SERVICES				
Facilities Maintenance	51,458	(39)	0	51,419
Facilities Operations, Security, and Support	177,793	(82)	(421) \4,6	177,290
TOTAL FACILITIES SERVICES	229,251	(121)	(421)	228,709
GRAND TOTAL, SMITHSONIAN INSTITUTION	562,434	0	0	562,434

- \1 Spread of mandated increases for Inspector General, \$100,000, and Chief Financial Officer, \$250,000, pursuant to report language contained in the FY 2008 Interior Bill specifying the increases to be absorbed within the total request for Salaries and Expenses
- \2 Includes transfer of \$600,000 from the National Museum of African American History and Culture (NMAAHC) to units to partially fund legislated pay raises
- \3 Transfer of \$14,000 from the NMAAHC to Communications to provide full salary and benefits costs for assigned government relations officer
- \4 Transfer of one FTE and \$91,300 from Facilities Operations, Security, and Support to Smithsonian American Art Museum to realign a safety and occupational health specialist position
- \5 Transfer of two FTEs and \$172,000 from the National Museum of Natural History to the National Zoological Park in support of the Genetics Laboratory
- \6 Transfer of \$330,000 from Facilities Operations, Security, and Support to Smithsonian Astrophysical Observatory (SAO) to properly align utility funds for leased space in Cambridge, Massachusetts with lease funds
- \7 Transfer of four FTEs and \$501,000 from Administration to Communications for realignment of Office of Government Relations
- \8 Transfer of five FTEs and \$523,000 from Communications to Smithsonian Institution Archives for realignment of Smithsonian Photographic Services

SMITHSONIAN INSTITUTION LIBRARIES



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