

Smithsonian

FY 2005 Budget Justification to OMB

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Smithsonian Institution
Fiscal Year 2005 Budget Request to OMB
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THE SMITHSONIAN INSTITUTION IN THE 21ST CENTURY

For 157 years, the Smithsonian has remained true to its mission, "the increase and diffusion of knowledge." Today, the Smithsonian is not only the world's largest provider of museum experiences supported by authoritative scholarship in science, history, and the arts, but also an international leader in scientific research and exploration. The Smithsonian offers the world a picture of America, and America a picture of the world.

The Smithsonian takes its task of serving the American public very seriously, and that commitment is manifest in myriad ways. For example, recently, the Smithsonian has assisted NASA in the Space Shuttle Columbia investigation, aided various law enforcement agencies in forensic criminal investigations, offered the general public a powerful exhibition on September 11th that is now touring the nation, and expanded its network of affiliate museums all across the country.

Over the decades, commitment to our mission has raised new challenges. We are determined to meet today's challenges and transform the Smithsonian into a modern 21st-century institution serving all Americans across the country, wherever they may live.

The Smithsonian's reputation rests on a strong foundation. Openings in November and December of 2003 will enhance that reputation. The Kenneth E. Behring Family Hall of Mammals opens to the public on November 15th at the National Museum of Natural History. This permanent, interactive hall features 274 mammal specimens in a variety of environments—from polar to desert regions and from dry to humid environments—and tells the story of mammal evolution. *America on the Move*, the National Museum of American History's first major exhibition on transportation since 1964, opens on November 22nd. It covers all the modes of transport—road, rail, air, water—from 1880 to the present, and makes for an exciting interactive experience. In December, the Udvar-Hazy Center of the National Air and Space Museum will open in Virginia, enabling the Museum to exhibit over 2,600 artifacts, including its largest aircraft and spacecraft.

Yet, unfortunately, the Smithsonian is also an institution with a severely deteriorated infrastructure, outdated technology, and many aged, outmoded exhibitions. International and domestic events of the last few years have led to a drop in visitors with a resulting loss in revenues needed to supplement federal funding. Recently, visitation has increased slightly, but certainly not to pre-9/11 levels. Today's challenge is to build on the

Smithsonian's reputation, rebuild the physical plant, bring visitors back, and thereby expand the reach of a great and trusted institution.

The Smithsonian is a unique entity—an independent trust instrumentality—that is dependent for nearly 70 percent of its funding on the federal government. Ever mindful and grateful for this support from the American public, the Smithsonian will work with both OMB and Congress to provide each with the information necessary to justify their continued support. The Institution is also working to improve its performance in line with the President's Management Agenda, with a number of initiatives underway to advance financial management, utilize e-government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals. The Institution is also determined to revitalize science at the Smithsonian and is acting on the recommendations contained in "The Report of the Smithsonian Institution Science Commission," submitted to the Board of Regents in January 2003.

Of the 76 recommendations in the Science Commission report, more than three-quarters are completed or underway and the remaining are being addressed. The Institution has made significant progress in building leadership capabilities with the selection of the new Director for the National Museum of Natural History, and searches underway for new directors of the Smithsonian Astrophysical Observatory and the Smithsonian Center for Materials Research and Education; improving communication about science at the Smithsonian; and developing a strategic plan focused on the four themes identified by the Science Commission: the origin and nature of the universe, the formation and evolution of Earth and similar planets, discovering and understanding life's diversity, and the study of human diversity. The Institution has included increases in its FY 2005 request to respond to high-priority recommendations, including funds for more fellowships and scholarly studies awards and the care of the National Museum of Natural History's collections, and increasing scientific capacity with new geographic information technology tools.

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

The Smithsonian's second priority is funding for security-related items. This includes all programs and activities to provide security to the Institution's staff, visitors, collections, and facilities, and to protect against

terrorist actions. For example, this includes funds for additional staff required for visitor screening at all museums on the Mall, and for integrating the National Postal Museum guard force into the overall Smithsonian security force. Facilities Capital funds are also included for additional security infrastructure, such as construction of permanent physical barriers, and to complete construction of the new Pod 5 at the Museum Support Center for the storage of the National Museum of Natural History's alcohol collections.

The Smithsonian's third priority is to secure funding increases for National Academy of Public Administration (NAPA) recommended activities, such as addressing the Institution's critical facilities revitalization and information technology needs. This budget includes funding to continue to repair and renovate some of our oldest and most heavily visited museum facilities and to continue to address the Institution's maintenance needs. NAPA recommended that facilities revitalization be funded at \$150 million for ten years. This recommendation was reinforced this past year when an outside engineering firm recommended that the Arts and Industries Building be closed because of deterioration of its roof, and the National Zoo's accrediting agency delayed approving its five-year accreditation because of concern about the Zoo's facilities and the care of its animals. While major improvements are planned for both of these facilities, major progress cannot be made without a significant increase in funds for facility revitalization. The Smithsonian is also continuing information technology initiatives such as implementation of the Enterprise Resource Planning system, infrastructure modernization, and meeting information technology security requirements.

The Institution's fourth priority is securing the financial resources necessary to fulfill the Smithsonian's mandate to open and operate two new museums: the National Museum of the American Indian (NMAI) on the National Mall in September 2004, and the National Air and Space Museum's new Steven F. Udvar-Hazy Center, adjacent to Dulles Airport in Northern Virginia in December 2003; and to reopen the Patent Office Building and its two museums in July 2006. NMAI anticipates 4.5 million visitors annually, which will require additional staff to provide public programs and visitor services. The Udvar-Hazy Center is requesting staff to focus on education and Web programs to further increase visitation and address the President's national education goals. Also included are funds for additional staff and program activities to prepare for reopening the renovated Patent Office Building, home to the Smithsonian American Art Museum and the National Portrait Gallery.

Lastly, the request includes several initiatives to address priorities for scientific research, public outreach through our annual Folklife Festival, reaching new audiences, enhancing web content, improving our contracting

efforts, improving animal care at the National Zoo, and closing and removing staff and collections from the Arts and Industries Building, scheduled for FY 2005.

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

FY 2005 GUIDANCE LEVEL BUDGET

Background. The 2003 OMB Circular A-11 requires agencies to submit an annual budget request at the guidance level, which is defined as the FY 2005 amount included in OMB's passback of the FY 2004 budget. For the Smithsonian, the total FY 2005 guidance level is \$577 million, broken down as follows:

- \$486 million for Salaries & Expenses
- \$91 million for Facilities Capital

To develop its federal budget request for FY 2005, the Smithsonian has gone through a rigorous internal budget development and decision process. Guiding this process have been the overarching priorities established by the Secretary for federal funding, in the following order:

- **Non-discretionary costs** - including pay increases at the guidance level, utilities, rent, and communications.
- **Security-related items** - the programs and activities needed to protect against terrorist actions and to provide adequate security to the Institution's people, collections, and facilities, including information technology security.
- **Overdue facilities maintenance and revitalization, and related information technology improvements** - items that must be addressed in response to the congressionally mandated report of the National Academy of Public Administration released in 2001, including critical revitalization projects such as the Patent Office Building.
- **Staffing** - the staff necessary to open the National Air and Space Museum's Steven Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall, and to reopen the National Portrait Gallery and Smithsonian American Art Museum in the renovated Patent Office Building, in accordance with already announced target dates.
- **Other Institutional priorities** - including all other initiatives and programs that have been identified as needing additional funding in FY 2005, including programs identified in response to the report of the Science Commission released late in 2002, and increases required to achieve accreditation for the National Zoological Park.

This process has resulted in a total budget request for FY 2005 of \$757 million, against an OMB guidance level of \$577 million. OMB's

guidance represents less than a 2% increase over the Smithsonian's \$567 million budget approved by OMB for FY 2004. It is also 1% less than the pending House recommendation for FY 2004 (\$584 million), and slightly less than the pending Senate recommendation (\$578 million).

In order to reduce the required funding level of \$757 million to the guidance level of \$577 million, a reduction of \$180 million, the Smithsonian will be required to make significant reductions in critical programs. If required, these reductions would be made in reverse order of the priorities listed above, starting with other Institutional priorities, then the funds for opening the National Air and Space Museum's Udvar-Hazy Center and the National Museum of the American Indian, and so on. The following sections describe the impact of making these reductions in both the S&E and Facilities Capital accounts in FY 2005.

Salaries & Expenses. The FY 2005 guidance level for the S&E account is \$486 million, an increase of \$9 million over the FY 2004 OMB-approved budget request pending before Congress. At this level, the Institution would only be able to fund a minuscule portion of the non-discretionary pay increase for federal employees (only \$0.5 million of the total required pay increase of \$13.1 million, the amount required to pay Workers' Compensation bills, would be funded). Even other non-discretionary increases for items such as automatic rent increases and unavoidable utility increases would not be funded.

Other important programs that have been supported in the past by the Administration and the Congress would be eliminated to reach the guidance level of \$486 million. The Smithsonian will have to halt high-priority security activities, **including activities initiated in response to 9/11, and initiatives to eliminate vulnerabilities in the Institution's information technology infrastructure.** The Institution is continuing to mitigate IT security weaknesses identified by the Inspector General in his July 2002 report. The report described inadequate IT security that leaves the Institution vulnerable to cyber attack and potential loss of data and disruption of services. This effort is vital in order to ensure the integrity of Smithsonian systems and data, comply with the provisions of the Federal Information Security Management Act, and make progress on the President's Management Agenda item on e-government. With regard to physical security, **the Institution will not be able to provide sufficient security staffing at the National Museum of Natural History for visitor screening operations and security patrols, placing at risk national treasures, visitors, volunteers, and employees.** Procurement and maintenance of a Disaster Management Plan for the Institution will also be delayed, as will the transfer of the guard force at the National Postal Museum to federal funding.

Next in our priorities, the Institution has been striving to be responsive to the findings of the congressionally mandated NAPA report on the deteriorated condition of its facilities, which has led to a \$1.5 billion backlog of overdue revitalization needs. One of the primary recommendations of the report was to increase funding and staffing levels for facilities maintenance. **The Institution's proposed increase of \$7.6 million for this purpose would bring the Smithsonian closer to meeting the minimum requirement of \$15 million identified by NAPA. If not funded, the Institution's buildings will continue to be left with inadequate levels of maintenance, especially in the area of life-safety support.** Particularly critical is the need to reinitiate fire detection and suppression system inspections. **Failure to provide adequate maintenance will increase the future repair and replacement costs of the Institution's facilities.** In addition, at the guidance level, the Institution would not be able to add staff support required for oversight and management of the facilities revitalization program that OMB and the Congress have supported. Another loss in the NAPA-driven priority area would be the next increment of funding in **the Institution's multiyear effort to replace its outmoded financial management system with an Enterprise Resource Planning System**, which will provide the required procurement management capability. Also deleted will be funds for upgrading the Institution's Web infrastructure and establishing a digital infrastructure that will support image, audio, and video digital asset management and storage, as well as Web content management, delivery, and portal functions that are not now in place, such as e-commerce. There will also be no funds to replace desktop, graphics, and scientific workstations and printers on a four-year replacement cycle. These efforts are needed to modernize the Institution's information technology infrastructure consistent with industry best practices, and to provide the level of customer service that the President's Management Agenda envisions.

Under the third priority would be the **elimination of the final increments of new staffing and operational funds required to support the two new museums** now nearing construction completion: the NASM Udvar-Hazy Center, and the NMAI Mall Museum. Operations at both museums will be significantly impacted if the additional funds are not provided. **At this level, funds required to prepare for the reopening in 2006 of the National Portrait Gallery and Smithsonian American Art Museum in the renovated Patent Office Building will also be eliminated, thus making it difficult to take full advantage of the government's \$166 million investment in this magnificent facility.** A delay in any of these projects would potentially weaken ongoing fundraising efforts by casting doubt on the Institution's ability to sustain facilities that are financed at least in part with private funds. Similarly, failure to properly fund the opening of these museums will likely generate a

negative public reaction, particularly from the advisory boards composed of private citizens who support the museums.

Finally, a variety of important initiatives will be affected by holding the Smithsonian to the guidance level. Foremost among these are two areas that the Institution must respond to in light of recent reports or studies: the report of the Science Commission in December 2002, and the American Zoo and Aquarium Association (AZA) accreditation report on the National Zoological Park. In response to the former, the Institution has identified **priority areas for funding, including fellowships and scholarly studies, collections care and exhibit maintenance at the science museums, and research and collections information systems needs**. In response to the AZA report, funds are needed for **increased efforts related to animal health, including additional staffing, and for an improved information management system at the Zoo**. None of these initiatives will be funded at the guidance level. Also affected will be necessary infrastructure costs to support the annual Folklife Festival on the Mall, previously but no longer provided by other agencies or groups; funds to stop the erosion of the Smithsonian Libraries' ability to purchase books and journals, including electronic resources; funds to set up an Institution-wide Web Content Unit to focus on the content of all Smithsonian websites, which reach an estimated 62 million people a year; information technology activities aimed at supporting the Institution's art collections information system and implementing an Institution-wide management system for the Smithsonian's vast photographic collections; and additional resources required to support the Institution's expanded contracting workload, including activities in support of the President's Management Agenda (e-government and competitive sourcing).

The following table displays the specific reductions from the identified FY 2005 needs that would be required in the S&E account at the guidance level.

Salaries and Expenses:

	<u>FTES</u>	<u>\$(000)s</u>	<u>\$(000)s</u>
FY 2005 Request	5,209		541,515
<i>Less</i>			
<u>Other Institutional Priorities:</u>			
Folklife Festival Infrastructure	--	-250	
SI Libraries Serials Inflation	--	-200	
Office of Contracting	-3	-332	
<i>Science-related increases:</i>			
SI Research Information System	--	-1,150	
Natural Science Geographic Info. System	--	-800	
Natural History Research Collections Info. System	--	-1,500	
Science Exhibits Maintenance	-1	-200	
Natural History Collections Care	-1	-1,500	
Fellowships & Scholarly Studies	-1	-800	
<i>National Zoo Accreditation:</i>			
Information Management System	--	-75	
Animal Health Initiative	-5	-752	
<i>Information Technology:</i>			
Photography Collections	--	-756	
Art Collections Information System	--	-81	
Web Content Unit	<u>-4</u>	<u>-976</u>	
Subtotal	-15	-9,372	532,143
<u>Opening/Reopening Museums:</u>			
NMAI Mall Museum	-23	-2,396	
Support to Mall Museum (OFEO)	-45	-2,479	
NASM Udvar-Hazy Center	-10	-1,409	
<i>Patent Office Building:</i>			
National Portrait Gallery	-9	-3,085	
Smithsonian American Art Museum	<u>-12</u>	<u>-4,578</u>	
Subtotal	-99	-13,947	518,196
<u>NAPA-Driven:</u>			
<i>Information Technology:</i>			
Enterprise Resource Program (ERP)	--	-3,687	
Digital Infrastructure	--	-1,736	
Desktop Workstations and Printers	--	-850	
Facilities Program Staff Support	-8	-915	
Facilities Integration Support	-4	-500	
Facilities Maintenance	<u>-21</u>	<u>-7,600</u>	

	<u>FTEs</u>	<u>\$000s</u>	<u>\$000s</u>
Subtotal	-33	-15,288	502,908
<u>Security:</u>			
IT Security	--	-165	
Protection Services	-34	-1,972	
National Postal Museum Security	<u>-21</u>	<u>-1,049</u>	
Subtotal	-55	-3,186	499,722
<u>Non-Discretionary:</u>			
Utilities, Communications & Rent	--	-1,201	
Pay and Related Costs	--	<u>-12,521</u>	
Subtotal	--	<u>-13,722</u>	
Subtotal, Decreases	-202	-55,515	
Total, Salaries and Expenses	5,007		486,000
OMB Guidance Level			486,000

Facilities Capital. If the Institution is funded only at the OMB guidance level of \$91 million for Facilities Capital in FY 2005, it would **severely compromise progress toward ameliorating the seriously deteriorated condition of the Smithsonian's physical plant.** The expected result would be a significant increase in major system failure throughout its facilities, and the costs of performing the required work in a later year would be much higher. **Further, increasing amounts of maintenance funding will be needed just to keep the buildings functioning.**

In order to stay within the OMB guidance level in FY 2005, the Institution would have to **eliminate planned funding to continue required security improvements as identified in risk and threat assessments.** Specific initiatives that would be deferred include construction of perimeter barriers, pop-up barriers, and guard booths at Mall facilities, and chemical, biological, and radiological mitigation at multiple facilities. This deferral would leave the Institution more vulnerable to the impacts of possible terrorist attacks. Another specific impact would be a **significant reduction in funding for the National Zoological Park Asia Trail** from \$15 million required to \$10 million. There would also be decreases in Other Revitalization Projects and Planning and Design for the Zoo, so the result would be to delay both the Asia Trail Phase I and II projects, and make it more difficult for the Zoo to resolve the problems cited in the recent accreditation report. The very low funding available at the guidance level for the National Museum of American History will **delay the opening of the privately funded exhibits now being developed, including a new *Introductory Exhibit*, the *For Which It Stands* exhibit, and the *Star-Spangled Banner* reinstallation.** Failure to open these exhibits in 2006 as planned, which requires the requested level of \$15 million in FY 2005, would breach the contract signed with the donor, and would likely result in system failures that would pose threats to museum visitors, staff, and collections.

The guidance level budget of \$2 million for the **National Museum of Natural History will provide minimal funding for the ongoing renovation of the Museum** at a time when there is significant donor interest in combining private money with federal funds to renovate major parts of the Museum such as the Oceans and Dinosaur Halls. Funding at the OMB guidance level would **imperil the approximately 430 present occupants of the Arts & Industries Building, and over 900,000 annual visitors,** by subjecting them to the unacceptable risk of catastrophic failure of the roof system. Recent engineering reports, coupled with knowledge of last winter's complete failure of the roof system of the similarly-constructed O Street Market Building, as well as the B&O Museum in Baltimore, compel the Institution to vacate the A&I Building before winter 2005, even though at the guidance level **there will not be a source of funding to relocate the occupants, collections, and**

major components of the Institution’s information technology infrastructure to other locations.

Funding Other Revitalization Projects at the guidance level of \$7.3 million will result in the deferral of most of the critical life-safety and system projects, leading to significant cost increases. These funds are essential to allow the Institution to respond to urgent safety and habitability needs across the Institution. The reduction would leave only minimal amounts beyond performing emergency “breakdown” replacements of equipment that can no longer be maintained. The guidance level would also result in cutting Facilities Planning and Design funds by almost three-quarters from the level required to plan for future projects and to be ready to execute future years’ project funding in a timely manner. Finally, at the guidance level, there would be no funding provided for the Institution’s contribution for the VERITAS astronomy project in Arizona, delaying for another year this jointly-funded advance in ground-based astrophysics.

The following table displays the specific implications of funding at the OMB guidance level for the Facilities Capital program.

<u>Facilities Capital:</u>		\$(000)s	
<u>Facility</u>	<u>Project</u>	<u>OMB Request</u>	<u>OMB Guidance</u>
Revitalization			
<i>Major Projects</i>			
Patent Office Building	Restore Patent Office Building	44,400	44,400
National Zoological Park	Asia Trail I	15,000	10,000
National Museum of American History, Behring Center	Revitalize NMAH, BC Public Space	15,000	3,000
National Museum of Natural History	Ongoing Revitalization	10,000	2,000
Arts & Industries Building	Relocate staff/collections	26,400	0
Multiple Locations	Anti-Terrorism Modifications	4,900	0
<i>Other Revitalization Projects</i>		<u>16,150</u>	<u>7,300</u>
Subtotal, Revitalization		131,850	66,700
Construction			
Museum Support Center	Construct Pod 5	18,000	18,000
VERITAS	Sitework	990	0
Facilities Planning & Design	Miscellaneous Facilities Planning and Design	<u>23,050</u>	<u>6,300</u>
Total, Facilities Capital		173,890	91,000

<u>Facility</u>	<u>Project</u>	<u>OMB Request</u>	<u>OMB Guidance</u>
Above the Line			
NZP Asia Trail II		34,000	0
A&I Building-Consolidation		<u>7,372</u>	<u>0</u>
Subtotal, Above the Line		<u>41,372</u>	<u>0</u>
Total, Facilities Capital		215,262	91,000

The following table shows the FY 2005 budget assuming the OMB guidance level of \$577 million.

	<u>FTES</u>	<u>\$(000)s</u>	<u>\$(000)s</u>
Salaries & Expenses			
FY 2004 Adjusted Base¹	5007		501,697
 <u>Non-discretionary activities:</u>			
Pay and Related Costs	--	533	
Non-recurring costs	--	-15,045	
Programmatic decreases	--	<u>-1,185</u>	
Subtotal	--	-15,697	
Total, Salaries & Expenses	5,007		486,000
 Facilities Capital			
<i>Revitalization</i>			
Patent Office Building	5		44,400
National Zoological Park			10,000
National Museum of American History, BC			3,000
National Museum of Natural History			2,000
Other Revitalization Projects	<u>27</u>		<u>7,300</u>
Subtotal	32		66,700
 <i>Construction</i>			
Museum Support Center, Pod 5	5		18,000
 <i>Facilities Planning & Design</i>			
			<u>6,300</u>
Total, Facilities Capital	37		91,000
 Total Request at Guidance Level	 5,044		 577,000
 OMB Guidance Level			 577,000

¹Adds back reduction of \$25,144,000 to FY 2004 base of \$476,553,000.

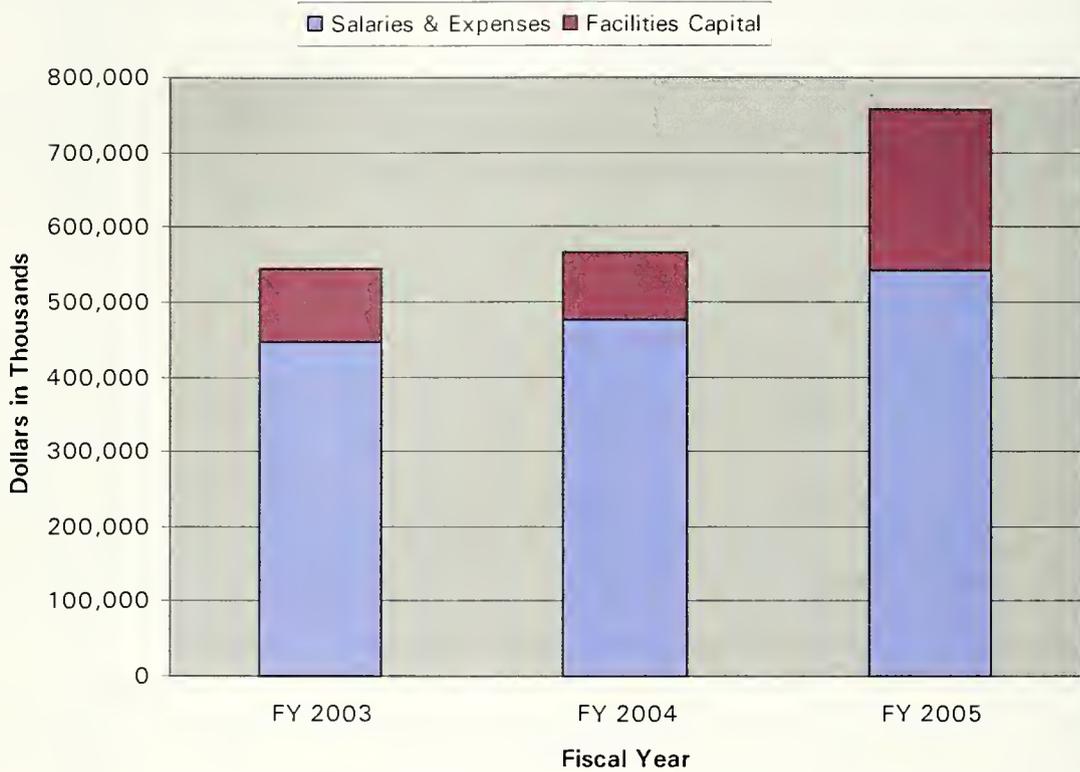
FY 2005 Hierarchy of Needs
(\$ in 000's)

	Change	Full Request
SALARIES AND EXPENSES		
FY 2004 Congressional Request ¹		501,697
<u>Non-Discretionary Costs</u>		
Pay and Related Costs	13,054	
Utilities, Postage, Communications, and Rent	1,201	
Non-recurring Costs	<u>-15,045</u>	
<i>Subtotal</i>	-790	
<u>Security</u>		
Security Staffing	3,021	
Information Technology Security Requirements	165	
<i>Subtotal</i>	3,186	
<u>NAPA-Driven</u>		
Information Technology: Enterprise Resource Planning System	3,687	
Information Technology: Managed Information Technology Infrastructure	2,586	
Facilities Program Staff Support	1,415	
Facilities Maintenance	<u>7,600</u>	
<i>Subtotal</i>	15,288	
<u>Staffing/Opening New Facilities</u>		
NASM Udvar-Hazy Center	1,409	
NMAI Mall Museum	2,396	
NMAI Mall Museum Program Support	2,479	
NPG/SAAM Reopening of Patent Office Building	7,663	
SAAM Collections Acquisition	<u>(185)</u>	
<i>Subtotal</i>	13,762	
<u>Other Institutional Priorities</u>		
Center for Folklife and Cultural Heritage: Festival Infrastructure	250	
NMNH Collections Care	1,500	
NMNH Repatriation Program	(1,000)	
Science Exhibits Maintenance	200	
NZP Animal Health Initiative	752	
Fellowships/Scholarly Studies	800	
Smithsonian Institution Libraries Serials Inflation	200	
Information Technology Collections Information Systems	4,362	
Information Technology Web Content Unit	976	
Office of Contracting Support	<u>332</u>	
<i>Subtotal</i>	8,372	
SUBTOTAL, SALARIES AND EXPENSES		541,515
FACILITIES CAPITAL		
<u>Security</u>		
Major Revitalization: Security and Anti-Terrorism Modifications		4,900
Construction: NMNH, Museum Support Center, Pod 5		<u>18,000</u>
<i>Subtotal</i>		22,900
<u>NAPA-Driven</u>		
Major Revitalization: Patent Office Building		44,400
Major Revitalization: National Zoological Park		15,000
Major Revitalization: National Museum of American History, Behring Center		15,000
Major Revitalization: National Museum of Natural History		10,000
Major Revitalization: Arts & Industries Building		26,400
Other Revitalization Projects: Program Level		16,150
Facilities Capital Program: Planning and Design		<u>23,050</u>
<i>Subtotal</i>		150,000
<u>Opening New Facilities</u>		
VERITAS Sitework		990
Above-the-Line Request for NZP and A&I Building		<u>41,372</u>
SUBTOTAL, FACILITIES CAPITAL		215,262
TOTAL, FY 2005 REQUEST		756,777

¹ Adjusted to include \$25.1 million offsetting reduction in FY 2004 request, of which the House and Senate have added funds to cover \$12.8 million.

Smithsonian Institution

Summary by Account



Account (\$ in Thousands)	FY 2003 Appropriation	FY 2004 Estimate	FY 2005 Request
Salaries & Expenses	446,094	^{a/} 476,553	541,515
Facilities Capital	<u>98,779</u>	<u>89,970</u>	<u>215,262</u>
Total	544,873	566,523	756,777

^{a/} Reflects request to Congress, including offsetting reduction of \$25,144,000.

FY 2005 PERFORMANCE PLAN

The Smithsonian Institution's performance plan for FY 2005 is linked to the Institution's revised strategic plan (2004-2008), and includes measurable performance objectives, strategies for achieving the objectives, and where possible outcome-based performance indicators for major programs and operations.

The Smithsonian submitted its first comprehensive GPRA performance plan for FY 2004 to OMB in October 2002. Many of the challenges of performance management identified then persist; other than visitation data, few performance data have been tracked systematically across the Institution. Consensus on appropriate performance measures for some of the Institution's programmatic areas is developing. These areas include educational outcomes (because of the timeframes associated with determining long-term outcomes) and basic scientific research outcomes (as such outcomes are often unknown and/or unrelated to the original purpose of the research).

The Institution has made progress in reducing and refining the performance indicators for its mission-driven programs as well as its administrative operations. A survey instrument has been designed and tested to collect, for the first time, pan-Institutional data on visitor satisfaction as well as new data on visitor experiences in Smithsonian museums and exhibitions, including enjoyment, inspiration, personal relevance, and learning. The FY 2005 plan includes baselines and targets for many of the new measures introduced in the 2004 plan.

In accordance with the President's Management Agenda initiative on budget and performance integration, the Smithsonian has developed its FY 2005 request by reviewing all resources in relation to this performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by Institutional strategic goal and by performance objective. Specific unit-level performance goals that support Institutional objectives are provided for each objective for which funds are requested. The following table provides a summary of the Institution's FY 2004 and FY 2005 estimates, and the proposed changes, by strategic goal and performance objective.

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

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
1.1 Offer compelling, first-class exhibitions and other public programs	517	46,342	548	55,382	31	9,040
1.2 Expand a national outreach effort	218	23,332	242	24,878	24	1,546
1.3 Strengthen the high caliber of Smithsonian scholarship in support of public programs	139	11,082	137	11,725	-2	643
1.4 Develop and bring first-class educational resources to the nation	194	17,159	219	19,835	25	2,676
1.5 Improve the stewardship of the national collections	557	48,573	528	45,960	-29	-2,613
1.6 Deliver the highest quality visitor services	34	2,924	39	3,323	5	399
Strengthened Scientific Research:						
2.1 Provide focus for the Institution's science resources	8	1,169	8	1,405	0	236
2.2 Strengthen capacity in science research	25	2,344	25	3,205	0	861
2.3 Conduct focused, scientific research programs that are recognized nationally and internationally	422	54,096	421	56,557	-1	2,461
2.4 Develop the intellectual component of the collections by performing collections-based studies	39	3,809	39	3,985	0	176
Enhanced Management Excellence:						
3.1 Strengthen an Institutional culture that is customer-centered and results-oriented.	295	26,507	303	28,185	8	1,678
3.2 Modernize the Institution's financial management systems and functions.	50	4,236	50	4,350	0	114
3.3 Modernize the Institution's information technology (IT) systems and infrastructure	164	49,346	171	54,502	7	5,156
3.4 Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	92	11,948	93	12,780	1	832
3.5 Recruit, hire and retain a diverse workforce and promote equal opportunity	25	2,256	25	2,321	0	65
3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	19	1,709	19	2,081	0	372
3.7 Complete major construction projects now underway	31	11,475	30	20,828	-1	9,353
3.8 Execute an aggressive, long-range Smithsonian facilities program	1,005	210,724	1,050	331,437	45	120,713
3.9 Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	1,197	60,971	1,282	72,500	85	11,529
Greater Financial Strength:						
4.1 Secure the financial resources needed to carry out the Institution's mission	18	1,665	18	1,538	0	-127
4.2 Over the long term (five years), grow the annual payout from the Endowment at least as rapidly as inflation while maintaining the purchasing power of the Endowment	0	0	0	0	0	0
4.3 Increase the net income of Smithsonian Business Ventures	0	0	0	0	0	0
TOTAL	5,049	591,667	5,247	756,777	198	165,110

° Adds back undistributed reduction of \$25,144,000.

PERFORMANCE PLAN

Fiscal Year 2005

Mission Statement

For 157 years, the Smithsonian has remained true to its mission, "the increase and diffusion of knowledge." Today, the Smithsonian is not only the world's largest provider of museum experiences supported by authoritative scholarship in science, history, and the arts, but also an international leader in scientific research and exploration. The Smithsonian offers the world a picture of America, and America a picture of the world.

The Smithsonian's Four Strategic Goals

GOAL 1: INCREASED PUBLIC ENGAGEMENT

Enlarge the Smithsonian's audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences, through both its public programs and science research.

GOAL 2: STRENGTHENED SCIENTIFIC RESEARCH

Pursue scientific advances and discovery by focusing resources in areas in which the Institution has recognized strengths due to staff, research platforms, and collections.

GOAL 3: ENHANCED MANAGEMENT EXCELLENCE

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

GOAL 4: GREATER FINANCIAL STRENGTH

Provide the financial support essential to achieving the Institution's goals.

Goals and Objectives

GOAL 1: INCREASED PUBLIC ENGAGEMENT

- 1.1 Offer compelling, first class exhibitions and other public programs at Smithsonian museums, research centers, and the National Zoo.
- 1.2 Expand a national outreach effort to share the Smithsonian's resources with larger and more diverse audiences throughout America.
- 1.3 Strengthen the high caliber of Smithsonian scholarship in support of public programs.
- 1.4 Develop and bring first-class educational resources to the nation.
- 1.5 Improve the stewardship of the national collections for present and future generations.
- 1.6 Deliver the highest quality visitor services in Smithsonian museums.

GOAL 2: STRENGTHENED SCIENTIFIC RESEARCH

- 2.1 Provide focus for the Institution's science resources.
- 2.2 Strengthen capacity in science research in four areas where the Smithsonian has unique and outstanding research capabilities: the origin and nature of the universe; the formation and evolution of Earth and similar planets; discovering and understanding life's diversity; and the study of human diversity and culture change.
- 2.3 Conduct focused scientific research programs that are recognized nationally and internationally for their relevance, quality, and results.
- 2.4 Develop the intellectual component of the collections by performing collections-based studies that enhance existing databases, create new databases, and increase the potential of the collections for future scientific inquiry and public use.

GOAL 3: ENHANCED MANAGEMENT EXCELLENCE

- 3.1 Strengthen an Institutional culture that is customer-centered and results-oriented.
- 3.2 Modernize the Institution's financial management systems and functions.
- 3.3 Modernize the Institution's information technology (IT) systems and infrastructure.
- 3.4 Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative.

- 3.5 Recruit, hire and maintain a diverse workforce and promote equal opportunity in all aspects of the Smithsonian's employment and business relationships.
- 3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.
- 3.7 Complete major construction projects now underway.
- 3.8 Execute an aggressive, long-range Smithsonian facilities program, with increased emphasis on maintenance and revitalization.
- 3.9 Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers.

GOAL 4: GREATER FINANCIAL STRENGTH

- 4.1 Secure the financial resources needed to carry out the Institution's mission.
- 4.2 Over the long term (five years), grow the annual payout from the Endowment at least as rapidly as inflation while maintaining the purchasing power of the Endowment.
- 4.3 Increase the net income of Smithsonian Business Ventures.

GOAL 1: INCREASED PUBLIC ENGAGEMENT

Enlarge the Smithsonian's audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences, both through its public programs and science research.

Objective 1.1 Offer compelling, first class exhibitions and other public programs at Smithsonian museums, research centers, and the National Zoo

Creating memorable experiences of discovery for visitors

Exhibitions and other public programs are a primary vehicle for "diffusion of knowledge." The Smithsonian is determined that all of our exhibitions and other public programs:

- Are of first-rate quality;
- Provide accurate and up-to-date information;
- Focus on topics that are relevant to the public interest;
- Take into account different learning styles and visitor preferences;
- Spark dialogues among visitors and make tangible our compelling stories.

Strategies for Objective 1.1

- 1.1.1 Phase out exhibitions that do not meet the newly established exhibition quality guidelines in the June 2003 report: *Raising the Bar: A Study of Exhibitions at the Smithsonian Institution*.
- 1.1.2 Systematically use audience input and evaluation to improve programming.
- 1.1.3 Increase collaboration and cooperation among SI units and between SI and non-SI organizations in exhibition planning and development.
- 1.1.4 Create connections among exhibitions at the Smithsonian that encourage the public to explore the wealth of knowledge and information available across the Institution.
- 1.1.5 Use our international collections in new and creative ways so that the American public has a greater appreciation and understanding of aesthetic and cultural traditions throughout the world.

Performance Indicators for Objective 1.1 (See Appendix A)

- 1.1.a Number of visits to SI museums and the National Zoo
- 1.1.b Number of visits during seasonal non-peak times to SI museums and the National Zoo
- 1.1.c Percentage of “excellent” or “superior” ratings on regular assessments of visitor “enjoyment, learning, personal relevance, and appreciation of museum objects”
- 1.1.d Percentage of visitors who rate Smithsonian museums higher than similar museums outside Washington, DC
- 1.1.e Number of exhibitions over five years old that comply with newly established exhibition quality guidelines for comfort, engagement, and relevance
- 1.1.f Number of exhibitions developed in collaboration with other units.

Objective 1.2 Expand a national outreach effort to share the Smithsonian’s resources with larger and more diverse audiences throughout America

Reaching Americans where they live

Through its Office of National Programs and outreach activities in all of its museums and research centers, the Smithsonian is bringing the treasured objects and memorable stories of the nation’s scientific, artistic, and cultural heritage, as well as an understanding of the scientific process and the results of state-of-the-art science research, to communities across the nation.

Strategies for Objective 1.2

- 1.2.1 Share Smithsonian knowledge and collections with the American people through traveling exhibitions, object loans, and other outreach programs.
- 1.2.2 Build and support a network of affiliated museums, cultural organizations, and educational institutions that work with the Smithsonian and with each other to serve their local communities more effectively.

- 1.2.3 Develop approaches to Smithsonian collections, research, education and public programs that reflect the diversity of the American people, including underserved audiences of ethnic populations and persons with disabilities.
- 1.2.4 Expand use of the Web to bring Smithsonian resources to the nation and the world.
- 1.2.5 Improve public access to Smithsonian knowledge and collections through its reference services in archival units, libraries, museums and research centers.

Performance Indicators for Objective 1.2 (See Appendix A)

- 1.2.a Number of visitors to Smithsonian traveling exhibitions
- 1.2.b Number of States and Territories with Smithsonian traveling exhibitions
- 1.2.c Number of States with affiliates
- 1.2.d Number of cultural alliances and multi-cultural and cross-disciplinary partnerships formed as a result of outreach programs
- 1.2.e Percentage of exhibitions, programs, and collaborations that address – through content or by audience outreach – the diversity of the American experience
- 1.2.f Number of outgoing loans of Smithsonian collection objects/specimens
- 1.2.g Number of collections objects/specimens available to the public online
- 1.2.h Number of digital images associated with collection records and available to the public online
- 1.2.i Number of Web site visitor sessions
- 1.2.j Number of responses to requests for reference services by the public

- 1.2.k Percentage of visitors responding to surveys in Smithsonian museums who identify themselves as belonging to an ethnic minority and who agree that SI programs are relevant to them
- 1.2.l Percentage of visitors with disabilities who agree that exhibitions and facilities are accessible

Objective 1.3 Strengthen the high caliber of Smithsonian scholarship in support of public programs

Strategies for Objective 1.3

- 1.3.1 Utilize the work of Smithsonian researchers/scientists and scholars in the development of Smithsonian-originated and collaborative exhibitions, public programs, and related publications.
- 1.3.2 Utilize the work of Smithsonian researchers/scientists and scholars in the interpretation of our collections for the public.
- 1.3.3 Publish books deriving from first-rate Smithsonian scholarship that are accessible to a wide range of readers.
- 1.3.4 Ensure quality and importance of research in support of exhibitions, public programs, and related publications through internal and external peer review.
- 1.3.5 Maximize the value of Smithsonian library and archival collections by increasing knowledge of and integrating access to major research resources.

Performance Indicators for Objective 1.3 (See Appendix A)

- 1.3.a Number of reviews/citations of Smithsonian scholarship in support of public programs in specialized publications and peer-reviewed journals (print and electronic)

Objective 1.4 Develop and bring first-class educational resources to the nation

Strategies for Objective 1.4

- 1.4.1 Develop an education strategic plan with performance indicators to deliver first-class Smithsonian education programs across the nation.

- 1.4.2 Produce and deliver Smithsonian educational services and products that are informed by research about learning and that meet the educational needs of the Institution's audiences.
- 1.4.3 Continue to develop and deliver broad-based educational opportunities for adults and non-traditional learners.
- 1.4.4 Develop and disseminate, nationally and internationally, Smithsonian education resources for diverse audiences.
- 1.4.5 Develop and disseminate validated systems and models for evaluating the relevance and effectiveness of Smithsonian-based education programs.
- 1.4.6 Forge partnerships with school systems, educators, education and museum professional associations and others to expand opportunities for development and dissemination of Smithsonian-based education resources.

Performance Indicators for Objective 1.4 (See Appendix A)

- 1.4.a Percentage of congressional districts that receive Smithsonian Pre-K-12 education instructional material
- 1.4.b Number of instructional materials distributed to PreK-12 public and private schools
- 1.4.c Number of hits and visitor sessions to Smithsonian education web sites
- 1.4.d Number of participants in distance learning programs
- 1.4.e Number of education programs reported per state
- 1.4.f Number of people participating in education programs in Smithsonian facilities
- 1.4.g Number of education programs involving collaborations/partnerships between the Smithsonian and other museums/educational organizations and between individual Smithsonian units

Objective 1.5 Improve the stewardship of the national collections for present and future generations

Strategies for Objective 1.5

- 1.5.1 Conduct a comprehensive study of collections at the Smithsonian that will result in the design of a framework for and the generation of policies to guide collections activities at the Smithsonian within available resources including collections use, preservation and conservation, and decision-making with respect to acquisitions and deaccessions.
- 1.5.2 Maintain state-of-the-art collections management systems and processes including the physical storage, conservation, and preservation needed to ensure the longevity of the national collections.
- 1.5.3 Fully implement collections information systems (CIS) to facilitate collections tracking and inventory and to obtain full physical and legal control of collections.
- 1.5.4 Increase access to collections information through digitization and electronic access.
- 1.5.5 Explore innovative ideas and collaborative approaches to collections development and management.
- 1.5.6 Continue disciplined acquisition of the most significant objects and collections that document the nation's and the world's cultural and scientific heritage.

Performance Indicators for Objective 1.5 (See Appendix A)

- 1.5.a Percentage of units with up-to-date (reviewed/revised in last five years) collecting plans
- 1.5.b Number of collection records in unit's automated CIS
- 1.5.c Number digital images associated with collection records in a unit's automated CIS
- 1.5.d Percentage of units meeting unit-level targets for care and storage of collections that meet or exceed Institutional standards for care and storage

1.5.e Number of visitor-days of public (non-SI) use of collections

Objective 1.6 Deliver the highest quality visitor services in Smithsonian museums

Strategies for Objective 1.6

- 1.6.1 Provide effective, accurate, and timely information; orientation resources; and adequate numbers of volunteers and paid staff to meet visitor information and assistance needs.
- 1.6.2 Generate a plan to enhance the visitors' experiences that encompasses the full range of ways in which visitors interface with the Smithsonian, other than programs or exhibitions.
- 1.6.3 Assess, on an ongoing basis, the level and quality of services such as signage and public amenities from the perspective of the visitor.

Performance Indicators for Objective 1.6 (See Appendix A)

- 1.6.a Percentage of "excellent" or "superior" ratings on regularly conducted visitor assessments of visitor services

GOAL 2: STRENGTHENED SCIENTIFIC RESEARCH

Pursue scientific advances and discovery by focusing resources in areas in which the Institution has recognized strengths related to staff, research platforms, and collections

Objective 2.1 Provide focus for the Institution's science resources.

Strategies for Objective 2.1

- 2.1.1 Implement the recommendations of the Science Commission as to: (a) the areas of research focus; (b) leadership criteria; (c) organizational structure; and (d) the role of Smithsonian science research in the larger national and international research agenda.
- 2.1.2 Develop strategic plans in all major research areas, tied to unit budget plans, with interim one-year objectives, and develop effective means for measuring and evaluating results.

Performance Indicators for Objective 2.1 (See Appendix A)

- 2.1.a Percentage of units that have developed long-term strategic plans for research that identify unit targets of excellence and complement overall strategic vision for Smithsonian science
- 2.1.b Percentage of science research funds redirected to priority areas of science excellence set out by Science Commission Report and SI Science plan.

Objective 2.2 Strengthen capacity in science research in four areas where the Smithsonian has unique and outstanding research capabilities: The Origin and Nature of the Universe, The Formation and Evolution of the Earth and Similar Planets, Discovering and Understanding Life's Diversity, and Study of Human Diversity and Culture Change.

Strategies for Objective 2.2

- 2.2.1 Maintain and increase excellence in research through active recruitment and retention of excellent, new scientific staff and replacement of those who leave to ensure that Smithsonian science is carried out by top scientists in targeted research areas.

- 2.2.2 Increase number and dollar value of grants, contracts and in-kind contributions in areas of scientific emphasis. Ensure institutional matching funds as appropriate to meet granting agency requirements. Ensure SI capabilities for all Federal extramural, competitive funding programs.
- 2.2.3 Grow the fellowship and scholarly studies and fellowship program.
- 2.2.4 Enhance professional training including increasing external support for pre- and post-doctoral fellows and undergraduates from institutions here and abroad, through establishment of endowments or other forms of long-term support.
- 2.2.5 Increase and foster effective scholarly collaborations and partnerships with other institutions, including other government agencies.
- 2.2.6 Increase technological capability through securing cutting edge instrumentation.
- 2.2.7 Utilize the resources of Smithsonian libraries and archives in support of science research.
- 2.2.8 Provide laboratories, equipment, and other infrastructure support to conduct world-class science.

Performance Indicators for Objective 2.2 (See Appendix A)

- 2.2.a \$ Amount of contracts and grants awarded and endowments, gifts, and in-kind contributions obtained for science research
- 2.2.b Number of applications and awards for SI research, fellowships and internships; number of internships and fellowships funded by units.
- 2.2.c Number of new research scientists hired. Number of fellowships funded by SI; number of fellowships funded by units.
- 2.2.d Impact of science achieved from increased technology capability through centrally managed funds.

Objective 2.3 Conduct focused scientific research programs that are recognized for their relevance, quality, and results

Guiding Discovery, Seeking Answers:

The work of Smithsonian scientists around the globe contributes to knowledge about a host of subjects, from human biology and the Earth's ecosystems to conservation of our material culture, to the riddles of the cosmos.

Strategies for Objective 2.3

- 2.3.1 Establish regular visiting committees at appropriate intervals to assess the quality, relevance to Smithsonian and national science goals, and leadership of research programs. Such visiting committees should have continuity of membership.
- 2.3.2 Ensure a Professional Accomplishment Evaluation Committee (PAEC) peer review processes that fairly assesses quality and impact of scientific researchers, provides feedback for staff development, and is linked to the annual performance appraisal process.
- 2.3.3 Take a leadership role by participating in or hosting national and international conferences, and by participating as keynote and/or invited speakers at such meetings.
- 2.3.4 Be recognized as an authoritative source of science information for policy makers, government agencies and other external organizations.
- 2.3.5 Publish in leading peer-reviewed journals.
- 2.3.6 Receive external recognition (honors and awards) for science accomplishments.

Performance Indicators for Objective 2.3 (See Appendix A)

- 2.3.a Percentage of Smithsonian science research programs meeting National Academy of Sciences standards for quality, relevance, and results as assessed by visiting committees
- 2.3.b Percentage of annual scientific staff evaluations tied to PAEC results

- 2.3.c Number of keynote talks and presentations
- 2.3.d Number of leadership roles in various national and international science communities
- 2.3.e Number of publications in peer-reviewed journals
- 2.3.f Number of reviews/citations of Smithsonian science research in specialized publications and peer-reviewed journals (print and electronic)
- 2.3.g Number of SI researchers/scientists serving on editorial boards of peer-reviewed journals
- 2.3.h Number of visiting scientists and scholars coming to the Institution to conduct research

Objective 2.4 Develop the intellectual component of the collections by conducting collections-based studies that enhance existing databases, create new databases, and increase the potential of the collections for future scientific inquiry and public use

Strategies for Objective 2.4

- 2.4.1 Conduct studies to identify and systematically classify specimens so that collections information can better support comparative and conceptual research and applied work.

Performance Indicators for Objective 2.4 (See Appendix A)

- 2.4.a Number of new taxa described or revised
- 2.4.b Number of enhancements of entries to records in existing databases (e.g. number of species records improved by addition of information such as taxonomic data, geographic distributions, molecular data or photo documentation)
- 2.4.c Number of collections records in CIS

GOAL 3: ENHANCED MANAGEMENT EXCELLENCE

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

Objective 3.1 Strengthen an Institutional culture that is customer-centered and results-oriented

Strategies for Objective 3.1

- 3.1.1 Align the Smithsonian Strategic Plan with the individual unit plans.
- 3.1.2 Build accountability into the system by integrating budget and performance data.
- 3.1.3 Improve the business acumen and management and skill levels of all Smithsonian directors and senior managers.
- 3.1.4 Conduct customer satisfaction surveys by Smithsonian central service units, analyze results, and address performance deficiencies.
- 3.1.5 Employ benchmarking against national or industry best practices.
- 3.1.6 Enhance workforce capabilities and structure to meet challenges of the 21st century.

Performance Indicators for Objective 3.1 (See Appendix A)

- 3.1.a Number of unit-level plans that are linked to the SI-wide Strategic Plan and annual Performance Plan
- 3.1.b Number of central units conducting annual customer surveys to determine satisfaction with quality and timeliness of services

Objective 3.2 Modernize the Institution's financial management systems and functions

Strategies for Objective 3.2

- 3.2.1 Establish and implement effective financial management policies and processes.

3.2.2 Conduct Institution-wide compliance reviews to measure adherence to and effectiveness of internal controls and recommend fixes for any deficiencies uncovered.

3.2.3 Integrate budget, planning, formulation, and execution processes.

Performance Indicators for Objective 3.2 (See Appendix A)

3.2.a Percentage of OCFO financial directives updated and released for review in conformance with two-year cycle

3.2.b Number of compliance reviews of internal controls conducted by OCFO

Objective 3.3 Modernize the Institution's information technology (IT) systems and infrastructure

Strategies for Objective 3.3

3.3.1 Make IT infrastructure robust, reliable, and secure.

3.3.2 Implement a financial management system that provides information required by central management and the units and provides for adequate internal controls.

3.3.3 Update human resource (HR) management systems and processes to support responsiveness to employee and employer HR needs.

3.3.4 Modernize the Institution's aging telephone systems.

3.3.5 Enhance the facilities management system to help manage the revitalization, repair, and maintenance of existing facilities, as well as the construction of new facilities.

Performance Indicators for Objective 3.3 (See Appendix A)

3.3.a Restoration of Network Service

3.3.b Network availability

3.3.c Time to perform telephone move or additions

3.3.d Time to perform telephone configuration change

- 3.3.e Telephone Call Manager availability
- 3.3.f Voice Mail availability
- 3.3.g Customer satisfaction with quality of IT services
- 3.3.h Customer satisfaction with timeliness of IT services
- 3.3.i Number of workdays it takes to provide financial reports from Enterprise Resource Management (ERP) System

Objective 3.4 Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative

Strategies for Objective 3.4

- 3.4.1 Explore with Congress and the Board of Regents the development of a personnel system for the Smithsonian's federal workers that is more flexible and reflective of the unique nature of the Smithsonian workforce.
- 3.4.2 Develop innovative methods to recognize and reward high performance and creativity by Smithsonian staff members.
- 3.4.3 Build a cooperative environment among all Smithsonian staff through increased communication and activities that underscore the Smithsonian's special mission and each staff member's contribution to its success.
- 3.4.4 Develop a workforce restructuring plan.

Performance Indicators for Objective 3.4 (See Appendix A)

- 3.4.a Performance rating completion rate
- 3.4.b Percentage of senior executives with individual performance plans that link to unit/office and Institutional Performance Plans
- 3.4.c Percentage of employees who are satisfied with working at the Smithsonian on biennial employee survey to rate level of job satisfaction

Objective 3.5 Recruit, hire and retain a diverse workforce and promote equal opportunity in all aspects of the Smithsonian's employment and business relationships

Strategies for Objective 3.5

- 3.5.1 Widely communicate the Smithsonian's commitment to diversity in the workforce and develop tools to ensure that diverse candidate pools exist for available positions.
- 3.5.2 Provide training and informational programs that promote a work culture that values diversity.
- 3.5.3 Evaluate management officials and supervisors on their compliance with applicable Equal Employment Opportunity laws, rules, and regulations and on their efforts to achieve a diverse workforce.
- 3.5.4 Promote and facilitate the use of small, minority, women-owned, and other under-utilized businesses in the Smithsonian's procurement and business relationships.

Performance Indicators for Objective 3.5 (See Appendix A)

- 3.5.a Percentage of underrepresented minorities and women in the Smithsonian Institution's workforce.
- 3.5.b Percentage of SI procurement contract dollars awarded to small, minority, women-owned, and other under-utilized businesses.

Objective 3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments

Strategies for Objective 3.6

- 3.6.1 Respond to all government inquiries in a timely manner with accurate, concise information.
- 3.6.2 Respond to all reasonable media inquiries in a timely manner with accurate, concise information.
- 3.6.3 Initiate story ideas to the media about Smithsonian exhibitions, research, and programs.

- 3.6.4 Conduct periodic customer satisfaction surveys with media and government customers, analyze results, and address performance deficiencies.

Performance Indicators for Objective 3.6 (See Appendix A)

- 3.6.a Percentage of targeted media that cover identified five big Smithsonian projects

Objective 3.7 Complete major construction projects now underway

Strategies for Objectives 3.7

- 3.7.1 Adhere to timelines, scopes and budgets established for major projects (Udvar-Hazy Center, National Museum of the American Indian, and Pod 5 of the Museum Support Center).

Performance Indicators for Objective 3.7 (See Appendix A)

- 3.7.a Number of projects on time compared to baseline Beneficial Occupancy Date (BOD)
 - Complete Udvar-Hazy Center
 - Complete NMAI
 - Award design and construction contracts for Pod 5
- 3.7.b Number of projects within budget compared to baseline estimate of cost

Objective 3.8 Execute an aggressive, long-range Smithsonian facilities program, with increased emphasis on maintenance and revitalization

Strategies for Objective 3.8

- 3.8.1 Subject to available funding, plan and execute revitalization program defined in NAPA report, July 2001, and *Museums and Facilities: Critical Assessment and Improvement Objectives, September 28, 2001*.
- 3.8.2 Adhere to timelines, scopes and budgets established for major revitalization and construction projects (Patent Office Building, National Museum of American History, National Zoo Asia Trail, Pod 5 and the National Museum of Natural History).

- 3.8.3 Meet timeframes in the Arts and Industries Building (AIB) Master Plan schedule for construction documents and initiate special studies as required.
- 3.8.4 Integrate all facilities management staff from museums and units into the Office of Facilities Engineering and Operations.
- 3.8.5 Implement Reliability Centered Maintenance (RCM) processes at all levels.
- 3.8.6 Implement a customer survey to assess satisfaction, and take action to address problems identified.

Performance Indicators for Objective 3.8 (See Appendix A)

- 3.8.a Percentage of available revitalization funds obligated
- 3.8.b Number of projects on time compared to construction plan
 - Make significant progress on POB
 - Award design contract for NMAH
 - NZP Asia Trail
 - Begin design of Pod 5 and continue revitalization at NMNH.
- 3.8.c Percentage of facilities management integration completed
- 3.8.d Percentage of Predictive Testing and Inspection of critical equipment completed
- 3.8.e Percentage of staff provided with RCM training
- 3.8.f Planned maintenance as percentage of total maintenance
- 3.8.g Percentage of compliance with Preventive Maintenance schedules
- 3.8.h Percentage of customers satisfied with maintenance service on annual customer satisfaction survey

Objective 3.9 Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers

Strategies for Objective 3.9

- 3.9.1 Subject to available funding, execute new heightened security measures to minimize the potential for terrorist attacks and

mitigate the results of an attack, while permitting an appropriate level of public access to collections and properties.

- 3.9.2 Develop and implement emergency preparedness plans to mitigate effects of manmade and natural disasters and facilities-based disasters, including effects on collections, facilities, and equipment.
- 3.9.3 Upgrade existing security systems by enhancing alarm/CCTV capabilities, redesigning unit control rooms, and developing a comprehensive maintenance program for all upgraded unit control rooms.
- 3.9.4 Provide code compliant occupational safety, environmental management, fire protection, and health services.

Performance Indicators for Objective 3.9 (See Appendix A)

- 3.9.a Percentage of new security systems installed and operational
- 3.9.b Percentage of upgraded existing security systems installed and operational
- 3.9.c Number of unit Emergency Plans implemented in accordance with SI-wide Emergency Preparedness Master Plan
- 3.9.d Percentage decrease in Risk Assessment Code (RAC) 1 and RAC 2 findings

GOAL 4: GREATER FINANCIAL STRENGTH

Provide the financial support essential to achieve the mission of the Institution.

Objective 4.1 Secure the financial resources needed to carry out the Institution's mission

Strategies for Objective 4.1

- 4.1.1 Prepare a fund raising plan for substantially increased private donations to meet the Institution's priority needs both centrally and in the units.
- 4.1.2 Secure the financial resources needed for major construction and revitalization projects now underway, as well as sustained annual support for exhibitions and programs.
- 4.1.3 Increase revenues from externally-funded grants and contracts, and indirect cost recovery.
- 4.1.4 Prepare detailed budget requests and justifications that clearly and convincingly portray the needs of the Institution for presentation to the Administration and Congress.
- 4.1.5 Maintain a balanced central trust budget.

Performance Indicators for Objective 4.1 (See Appendix A)

- 4.1.a \$ Amount of voluntary support (gifts) to Smithsonian
- 4.1.b \$ Amount of non-government grants and contracts
- 4.1.c \$ Amount of federal, state, local and international grants and contracts

Objective 4.2 Over the long term (five years), grow the annual payout from the Endowment at least as rapidly as inflation while maintaining the purchasing power of the Endowment

Strategies for Objective 4.2

- 4.2.1 Each year, pay out five percent of the average market value per share over the prior five years.

- 4.2.2 Develop and use an investment strategy which allows the purchasing power of the Endowment to keep pace with inflation over the long-term.

Performance Indicators for Objective 4.2 (See Appendix A)

- 4.2.a \$ Value of annual Endowment payout
- 4.2.b \$ Value of the Endowment portfolio

Objective 4.3 Increase the net income of Smithsonian Business Ventures

Strategies for Objective 4.3

- 4.3.1 Develop new business revenue streams that reduce the Institution's reliance on travel and tourism.
- 4.3.2 Undertake new marketing and editorial positioning of *Smithsonian Magazine* to improve advertising revenues, including attracting new subscribers to ensure the continuing health of overall circulation.
- 4.3.3 Expand direct marketing programs to increase membership and sales of affinity products and services.

Performance Indicators for Objective 4.3 (See Appendix A)

- 4.3.a \$ Amount net operating income of SBV (operating revenues less operating expenses)
 - \$ Amount net operating income from sales from museum stores, restaurants and IMAX theaters
 - \$ Amount net operating income from The Smithsonian Catalogue sales
 - \$ Amount net operating income from *Smithsonian Magazine*
- 4.3.b \$ Amount of funds transferred to Smithsonian Trust funds by SBV

APPENDIX A – PERFORMANCE INDICATORS

Smithsonian Institution Performance Plan – Fiscal Year 2005 (DRAFT September 2003)

GOAL 1: INCREASED PUBLIC ENGAGEMENT

Enlarge the Smithsonian’s audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences, both through its public programs and its science research.

Objective 1.1 Offer compelling, first class exhibitions and other public programs at Smithsonian museums, research centers, and the National Zoo

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
1.1.a Number of visits to SI museums and the National Zoo	<p>Surrogate measure for visitor satisfaction reflecting the expectation that satisfaction leads to repeat visits and visits by friends and acquaintances. Data captured by Office of Protection Services (OPS) at all museums and the National Zoo.</p> <p>Baseline/Year = 33.7 million visits/FY 2001 25.0 million visits/FY 2002</p> <p>1) September 2003 projected using average of percentage increase/decrease from 2001 to 2003 and from 2002 to 2003 for the first ten months.</p> <p>2) Switching from guard operated counters to electronic counting of entering visitors in FY04 is projected to reduce NASM & NMNH visit counts by 5% in FY04.</p> <p>3) Approximately 60% of visit counts are due to NASM and NMNH (54% in FY02 and 65% in FY03).</p> <p>4) Visits will increase by 3.1% in 2004 (Source: Travel Industry of America Association projection of change in domestic pleasure tourism as provided by SBV. The same</p>	25.6 million	28.5 million	33.7 million

	<p>increase is assumed for FY05 (from FY04). 5) UHC will open in December 2003 and have 3 million visits in FY04. (Source: NASM staff.) 6) NMAI will open in fall 2004 and have 4.3 million visits in FY05 (Source: NMAI Transition staff.)</p>			
<p>1.1.b Number of visits during seasonal non-peak times to SI museums and the National Zoo</p>	<p>Surrogate measure for visitor satisfaction. [Seasonal non-peak times defined as Sept. through March. Off-peak visits are 40% of total annual visits.] Data captured by Office of Protection Services (OPS) at all museums and the National Zoo. Baseline/Year = 13.0 million visits/FY 2001 10.1 million visits/FY 2002</p>	<p>10.5 million</p>	<p>11.2 million</p>	<p>13.3 million</p>
<p>1.1.c Percentage of “excellent” or “superior” ratings on regular assessments of visitor “enjoyment, learning, personal relevance, and appreciation of museum objects”</p>	<p>Developing outcome measure. Based on new pan-Institutional visitor survey that was designed and tested in FY 2003. The measure is the average of the four ratings. Currently developing plan for survey administration in each Smithsonian museum annually beginning in spring 2004.</p>			
<p>1.1.d Percentage of visitors who rate Smithsonian museums higher than similar museums outside Washington, DC</p>	<p>Developing outcome measure. Based on new pan-Institutional visitor survey that was designed and tested in FY 2003. Currently developing plan for survey administration in each Smithsonian museum annually beginning in spring 2004.</p>			
<p>1.1.e Number of exhibitions over five years old that comply with newly established exhibition quality guidelines for</p>	<p>Developing surrogate measure of first class exhibitions. Data not currently collected. Guidelines were published in June 2003 report: <i>Raising the Bar: A Study of Exhibitions at the Smithsonian Institution</i>. SI will develop a</p>			

comfort, engagement, and relevance	methodology for assessment against the guidelines and train units in assessment in FY 2004. Subsequent years will include systematic data collection, establishment of a baseline and development of targets.			
1.1.f Number of exhibitions developed in collaboration with other units.	Developing outcome measure.			

Objective 1.2 Expand a national outreach effort to share the Smithsonian's resources with larger and more diverse audiences throughout America

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
1.2.a Number of visitors to Smithsonian traveling exhibitions	<p>Outcome measure. Baseline data currently for SITES, SAAM, and NPG traveling exhibitions only. In FY 2004 SI will develop an agreed upon methodology for counting visits to SI exhibitions in other venues and include units not currently tracking this data.</p> <p>FY 2003 – FY 2005 projections are significantly lower due to dramatic decreases nationwide in museum visitation and significant reductions in corporate sponsorship of traveling exhibitions. Additionally, many of SITES' "Museum on Main Street" exhibitions planned for FY 2003 – FY 2005 target rural communities with scant population density. For example, visitation of 150% of the</p>	<p>SITES = 3.7 million</p> <p>SAAM = 350,000</p>	<p>SITES = 3 million</p> <p>SAAM = 500,000</p>	<p>SITES = 3 million</p> <p>SAAM = 90,000</p>

	population might draw only 750 visitors. Baseline/Year = 6.4 million visitors/FY 2001 6.3 million visitors/FY 2002			
1.2.b Number of States and Territories with Smithsonian traveling exhibitions	Outcome measure. First data set from all units that travel exhibitions captured in July 2003. FY 2002 baseline: 34 States/Territories Units reporting: AM, APAS, CFCH, FSG, HMSG, HSD, NASM, NMAFA, NMAH, NMAI, NMINH, NPG, NPM, SAAM, SAO, SIA, SIL, STRI.	41	45	44
1.2.c Number of States with Affiliates	Outcome measure. Data captured by Affiliations Office of Office of National Programs (ONP). FY 2002 baseline: 34 States/Territories	40 States	50 States	50 States
1.2.d Number of cultural alliances and multi-cultural and cross-disciplinary partnerships formed as a result of outreach programs	Outcome measure. Data captured by Affiliations Office of ONP. Refers to alliance initiatives <u>begun</u> in a given fiscal year; terms of alliances vary. FY 2002 baseline: 1 alliance initiative	2 alliance initiatives	2 alliance initiatives	3 alliance initiatives
1.2.e Percentage of exhibitions, programs, and collaborations that address – through content or by audience outreach – the diversity of the American experience	Developing outcome measure. Definition and data capture procedures will be established by ONP in FY 2004.			
1.2.f Number of outgoing loans of Smithsonian collection objects/specimens	Output measure. Data is captured by all units and reported to the National Collections Program (NCP). The number of outgoing loans over the last five years has been steady. Since the number of outgoing loans is dependent on requests, improving the number of loans is not controllable.			

identify themselves as belonging to an ethnic minority and who agree that SI programs are relevant to them	self-identified non-white and/or multiple race respondents who rate the personal relevance of exhibitions as "excellent" or "superior." Currently developing plan for survey administration in each Smithsonian museum annually beginning in spring 2004.			
1.2.1 Percentage of visitors with disabilities who agree that exhibitions and facilities are accessible	Developing outcome measure. Based on new pan-Institutional visitor survey that was designed and tested in FY 2003. The measure is the percentage of visitors self-reporting a "temporary or permanent disability" who rate the accessibility of exhibitions and building design "excellent" or "superior." Currently developing plan for survey administration in each Smithsonian museum annually beginning in spring 2004.			

Objective 1.3 Strengthen the high caliber of Smithsonian scholarship in support of public programs

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
1.3.a Number of reviews/citations of Smithsonian research in support of public programs in specialized publications and peer-reviewed journals (print and electronic)	Developing outcome measure. Data not currently collected centrally. In FY 2004 SI will define the measure and develop pan-Institutional data capture and reporting procedures. Subsequent years will include systematic data collection, establishment of a baseline and development of targets.			

Objective 1.4 Develop and bring first-class Smithsonian educational resources to the nation

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
1.4.a Percentage of congressional districts that receive Smithsonian Pre-K-12 education instructional material	Developing outcome measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			
1.4.b Number of instructional materials distributed to PreK-12 public and private schools	Developing output measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			
1.4.c Number of hits and visitor sessions to Smithsonian education Web sites	Developing outcome measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			
1.4.d Number of participants in distance learning programs	Developing output measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			
1.4.e Number of education programs reported per State	Developing output measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			
1.4.f Number of people participating in education programs in Smithsonian facilities	Developing outcome measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			
1.4.g Number of education programs involving collaborations/partnerships	Developing process measure. Definition and data capture procedures will be established by Smithsonian Center for Education and Museum Studies (SCEMS) in FY 2004.			

between the Smithsonian and other museums/educational organizations and between individual Smithsonian museums	Studies (SCEMS) in FY 2004.			
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Objective 1.5 Improve the stewardship of the national collections for present and future generations

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
1.5.a Percentage of units with up-to-date (reviewed/revised in last five years) collecting plans	Outcome measure. First data set from all designated collecting units captured in July 2003. FY 2002 baseline: 40 percent (9 units) (Total = 23 collections.) Units Reporting: AAA, AHHP, AM, CFCH (2 collections), CHNDM, HMSG, HSD (3 collections), NASM, NMAFA, NMAH, NMAI, NMNH, NPG, NPM, NZP, SAAM, SIA, SIL, STRI. Units Pending: FSG (2 collections – Freer/Sackler).	61 percent (14 units)	87 percent (20 units)	87 percent (20 units)
1.5.b Number of collection records in unit's automated CIS	Output measure. Data currently collected by all units and reported in the SI Collections Statistics. FY 2001 baseline: 9,009,428 records	9,500,000	9,750,000	10,000,000
1.5.c Number of digital images associated with collections records in a unit's automated CIS	Output measure. Data captured by all units and reported to NCP and OCIO. FY 2001 baseline: 1,067,475 images	1,550,000	1,800,000	2,050,000
1.5.d Percentage of units meeting unit-level targets for care and storage of collections that meet or	Developing outcome measure. Institutional standards for care and storage will be defined in the Implementation Manual to SD 600 Collections Management Policy (draft issued for review in			

exceed Institutional standards for care and storage	winter 2003). In FY 2004 SI will establish a baseline and set targets.			
1.5.e Number of visitor-days of public (non-SI) use of collections	<p>Surrogate measure of degree of accessibility to the collections by the public. First data set from all designated collecting units captured in July 2003. FY 2002 Baseline: 30,746 visitor-days</p> <p>Website development and access to collections online is expected to impact the number of in-person visitor days.</p> <p>Units Reporting: AAA, AM, CFCH, CHNDM, FSG (2 collections), HMSG, HSD (3 collections), NASM, NMAFA, NMAH, NMAI, NMNH, NPG, NPM, NZP, SAAM, SIA, SIL.</p> <p>While STRI is not a designated collecting unit, scientists do visit STRI facilities for study and research purposes. This count of visitor-days is provided separately. FY 2002 baseline: 37,100 visitor days (549 visiting scientists).</p>	37,478	38,437	38,198
		STRI 35,000 (540 scientists)	STRI 35,000 (500 scientists)	STRI 35,000 (500 scientists)

Objective 1.6 Deliver the highest quality visitor services in Smithsonian museums

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
1.6.a Percentage of "excellent" ratings on regularly conducted visitor assessments of visitor services	Developing outcome measure. Based on new pan-Institutional visitor survey that was designed and tested in FY 2003. The measure is the average of eight visitor service ratings. Currently developing plan for survey administration in each Smithsonian museum annually beginning in spring 2004.			

GOAL 2: STRENGTHENED SCIENTIFIC RESEARCH

Pursue scientific advances and discovery by focusing research resources in areas in which the Institution has recognized strengths related to staff, research platforms, and collections

Objective 2.1 Provide focus for the Institution's science resources.

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
2.1.a Percentage of units that have developed long-term strategic plans for research that identify unit targets of excellence and complement overall strategic vision for Smithsonian science.	Developing process measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.1.b Percentage of science research funds redirected to priority areas of science excellence set out by Science Commission Report and SI Science plan.	Developing process measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			

Objective 2.2 Strengthen capacity and in science research in the four areas where the Smithsonian has unique and outstanding research capabilities: The Origin and Nature of the Universe, The Formation and Evolution of the Earth and Similar Planets, Discovering and Understanding Life's Diversity, and Study of Human Diversity and Culture Change.

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
2.2.a \$ Amount of contracts and grants awarded and endowments, gifts, and in-kind contributions obtained for science research	Developing outcome measure. USS will coordinate with Office of Development and Office of Sponsored Projects to establish baselines and set targets.			
2.2.b Number of applications and awards for SI research annually funded fellowships and internships; number funded by units.	Developing outcome measure. USS will coordinate with Office of Fellowships to establish baselines and set targets.			
2.2.c Number of new research scientists hired. Number of fellowships funded by SI; number of fellowships funded by units.	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.2.d Impact of science achieved from increased technology capability through centrally managed funds.	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			

Objective 2.3 Conduct focused scientific research programs that are recognized for their, relevance, quality, and results

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
2.3.a Percentage of Smithsonian science research programs meeting NAS standards for relevance, quality, and performance as assessed by visiting committees	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.3.b Percentage of annual scientific staff evaluations tied to PAEC (Professional Accomplishment Evaluation Committee) results	Developing process measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.3.c Number of keynote talks and presentations.	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.3.d. Number of leadership roles in various national and international science communities	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.3.e Number of publications in peer-reviewed journals	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.3.f Number of reviews/citations of	Developing outcome measure. Definition and data capture procedures will be established by Under			

Smithsonian science research in specialized publications and peer-reviewed journals (print and electronic)	Secretary for Science (USS) in FY 2004.			
2.3.g Number of SI researchers/scientists serving on editorial boards of peer-reviewed journals	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			
2.3.h Number of visiting scientists and scholars coming to the Institution to conduct research	Developing outcome measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004			

Objective 2.4 Develop the intellectual component of the collections by conducting collections-based studies that enhance existing databases, create new databases, and increase the potential of the collections for future scientific inquiry and public use

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
2.4.a Number of new taxa described or revised	Developing output measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.			

<p>2.4.b Number of enhancements of entries to records in existing databases (e.g. number of species records improved by addition of information such as taxonomic data, geographic distributions, molecular data or photo documentation)</p>	<p>Developing output measure. Definition and data capture procedures will be established by Under Secretary for Science (USS) in FY 2004.</p>	<p>2.4.c Number of collections records in CIS</p>	<p>Developing output measure. Data not currently collected centrally. In FY 2003 USS will define the measure and develop data collection and reporting procedures across the Science Division. Subsequent years will include systematic data collection, establishment of a baseline and development of targets.</p>		
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GOAL 3: ENHANCED MANAGEMENT EXCELLENCE

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

Objective 3.1 Strengthen an Institutional culture that is customer-centered and results-oriented

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
<p>3.1.a Number of unit-level plans that are linked to the SI-wide Strategic Plan and annual Performance Plan</p>	<p>Process measure. FY 2002 baseline: 38 units (83%)</p>	<p>40 units (87%)</p>	<p>46 units (100%)</p>	<p>46 units (100%)</p>
<p>3.1.b Number of central</p>	<p>Process measure. Measure is the number of SI units</p>	<p>11 units</p>	<p>15 units</p>	<p>18 units</p>

<p>units conducting annual customer surveys to determine satisfaction with quality and timeliness of services</p>	<p>that primarily provide services to other SI units even though they may report to an undersecretary. Units include: Accessibility, Central Audio Visual Branch, OC, OCFO, OCIO, OComm, OCon, OD, OEC, OEEMA, OF, OFEO, OGC, OHR, OIG, OPA, OP&A, OPMB, OSEP, OSP, OT, SIA, SIL, VIARC.)</p> <p>FY 2003 baseline: 11 units</p>			
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Objective 3.2 Modernize the Institution's financial management systems and functions

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
<p>3.2.a Percentage of OCFO financial directives updated and released for review in conformance with two-year cycle</p>	<p>Output measure. Data captured by Office of the Chief Financial Officer (OCFO). FY 2003 baseline: 85% financial directives updated and released</p>	<p>85%</p>	<p>100%</p>	<p>85%</p>
<p>3.2.b Number of compliance reviews of internal controls conducted by OCFO</p>	<p>Output measure. Data captured by OCFO FY 2003 baseline: 3 compliance reviews conducted</p>	<p>3 Reviews</p>	<p>8 Reviews</p>	<p>12 Reviews</p>

Objective 3.3 Modernize the Institution's information technology (IT) systems and infrastructure

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
<p>3.3.a Restoration of Network Service</p>	<p>Outcome measure. Data captured by the Office of the Chief Information Officer (OCIO).</p>	<p>Network servers, routers,</p>	<p>Network servers, routers,</p>	<p>Network servers,</p>

	FY 2001 Baseline: Data not captured	and switches will maintain system availability of 99.9% during normal business hours.	and switches will maintain system availability of 99.98% during normal business hours.	routers, and switches will maintain system availability of 99.99% during normal business hours.
3.3.b Network Availability	Outcome measure. Data captured by OCIO. FY 2001 Baseline: Data not captured	E-Mail, OA, and Directory servers will maintain system availability of 99.9% during normal business hours	E-Mail, OA, and Directory servers will maintain system availability of 99.98% during normal business hours	E-Mail, OA, and Directory servers will maintain system availability of 99.98% during normal business hours
3.3.c Time to perform telephone move or add	Process measure. Reduce time to perform telephone moves and adds changes from weeks to 5 workdays. Data collected by OCIO through Help Desk reporting software. FY 2001 Baseline: Request for telephone move or additions take 2 to 6 weeks.	2 to 6 weeks	5 work days for VoIP Telephones	5 work days for VoIP Telephones
3.3.d Time to perform telephone configuration change	Process measure. Reduce time to perform telephone configuration changes from weeks to 1 workday. Data collected by OCIO through Help	2 to 6 weeks	1 work day for VoIP Telephones	1 work day for VoIP Telephones

	Desk reporting software. FY 2001 Baseline: Request for telephone configuration changes take 2 to 6 weeks.				
3.3.e Telephone Call Manager availability	Outcome measure. Data captured by OCIO through system management software. FY 2001 Baseline: Data not captured	N/A	VoIP Call Manager will maintain system availability of 99.99% during normal business hours	VoIP Call Manager will maintain system availability of 99.99% during normal business hours	
3.3.f Voice Mail availability	Outcome measure. Data captured by OCIO through system management software. FY 2001 Baseline: Data not captured	N/A	VoIP Voice Mail will maintain system availability of 99.99% during normal business hours	VoIP Voice Mail will maintain system availability of 99.99% during normal business hours	
3.3.g Customer satisfaction with quality of IT services	Outcome measure. Data captured by OCIO through on-line customer surveys. FY 2001 Baseline: Data not captured	N/A	At least 80% of customers rate the quality of IT services satisfactory or better	At least 85% of customers rate the quality of IT services satisfactory or better	
3.3.h Customer	Outcome measure. Data captured by OCIO	N/A	At least 80% of	At least 85% of	

satisfaction with timeliness of IT services	through on-line customer . FY 2001 Baseline: Data not captured	customers rate the timeliness of IT services satisfactory or better	of customers rate the timeliness of IT services satisfactory or better
3.3.i Number of workdays it takes to provide financial reports from Enterprise Resource Management (ERP) System	Outcome Measure. Data captured by OCIO through ERP system. FY 2001 Baseline: Financial reports are distributed to units in 5 to 7 work- days	Provide financial reports to SI units not later than the first business day of each month	Provide financial reports to SI units not later than the first business day of each month

Objective 3.4 Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
3.4.a Performance rating completion rate	Developing process measure. Data generated from OPM. In FY 2004 SI Office of Human Resources (OHR) will establish a baseline performance rating completion rate based on FY 2003 data.	NA		
3.4.b Percentage of senior executives with individual performance plans that link to unit/office and Institutional Performance Plans	Developing process measure. Includes performance plans for individuals in the following categories: EX, IL, RA, SL, ST, AE, SB, and GG. In FY 2004 SI will establish a mechanism for data to be captured by Divisions (Under Secretaries) and reported to OHR.			
3.4.c Percentage of employees who are	Outcome measure. Percent "Very Satisfied" or "Satisfied" with working at the Smithsonian	56 percent	55 percent	60 percent

<p>satisfied with working at the Smithsonian on biennial employee survey to rate level of job satisfaction</p>	<p>Institution. Surveys will be conducted of a sample of units each year. FY 2003 baseline: 56 percent (Based on results from 2002 employee survey.)</p>			
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Objective 3.5 Recruit, hire and retain a diverse workforce and promote equal opportunity in all aspects of the Smithsonian's employment and business relationships

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
<p>3.5.a Percentage of underrepresented minorities and women in the Smithsonian Institution's workforce</p>	<p>Outcome measure. Baseline/Year: FY 2002 (percent) Hispanic Americans = 3.7 (all levels) Asian Americans = 1.4 (all levels) *African Americans = 3.3 (senior level only) FY 2003 data will be available October 2003.</p>	<p>N/A</p>	<p>Incremental progress toward parity with OPM Federal workforce levels</p>	<p>Incremental progress toward parity with OPM Federal workforce levels</p>
<p>3.5.b Percentage of SI procurement contract dollars awarded to small, minority, women-owned, and other under-utilized businesses</p>	<p>Developing outcome measure. Baseline and targets will be established in FY 2004, based on the statutory FY 2004 and FY 2005 government-wide baseline established by the Small Business Administration.</p>		<p>Meet or exceed the statutory government-wide baseline. Establish reports to identify dollars contracted within each business category.</p>	<p>Meet or exceed the statutory government-wide baseline. Monitor and provide quarterly reports on SI contracts</p>

					within each small business category.
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Objective 3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
3.6.a Percentage of targeted media that cover identified five big Smithsonian projects	<p>Developing outcome measure. Office of Public Affairs (OPA) will annually identify five big projects and most critical media outlets. At fiscal year-end it will calculate percentage of targeted media that actually covered identified projects.</p> <p>FY 2004 baseline =</p> <ol style="list-style-type: none"> 1. <i>Wright Brothers</i> exhibition: aviation media; general press 2. Udvar Hazy Center: networks; international press 3. <i>America on the Move</i> exhibition: general press; AAA outlets; transportation press (airline magazines, travel publications) 4. Mammal Hall: general media; networks; science outlets 5. NMAI Museum ongoing planning: Indian Country media; general mass media; tourist destination press 	N/A	N/A	

Objective 3.7 Complete major construction projects now underway

Performance Indicators for Objective 3.7

Performance Indicator	Discussion of Measure/Baseline	FY 2003	FY 2004	FY 2005

		Target	Target	Target
3.7.a Number of projects on time compared to baseline Beneficial Occupancy Date (BOD)	Outcome measure. Data captured by Office of Facilities Engineering and Operations (OFEO).	3		
<ul style="list-style-type: none"> Complete Udvar-Hazy Center 		Substantial completion in 3 rd quarter FY 2003	Open to the public in December 2003	
<ul style="list-style-type: none"> Complete NMAI 		Award final construction phase for outfitting of the 4 th floor	Project substantially complete	
<ul style="list-style-type: none"> Award design and construction contracts for Pod 5 		Award design contract	Award construction contract	
3.7.b Number of projects within budget compared to baseline estimate of cost	Outcome measure. Data captured by OFEO.	3		

Objective 3.8 Execute an aggressive, long-range Smithsonian facilities program, with increased emphasis on maintenance and revitalization

Performance Indicators for Objective 3.8

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
3.8.a Percentage of	Process measure. Data captured by OFEO.	85%	85%	

available revitalization funds obligated	Indicator of progress toward reducing 1.5 billion identified as needed to revitalize SI.			
3.8.b Number of projects on time compared to construction plan	Outcome measure. Data captured by OFEO.	2		
<ul style="list-style-type: none"> Make significant progress on POB 		Award 1 st increment of renovation contract in 2 nd quarter	Award 2 nd increment of renovation contract	
<ul style="list-style-type: none"> Award design contract for NMAH 		Award design contract		
<ul style="list-style-type: none"> Asia Trail and Kid's Farm at Zoo 		?		
<ul style="list-style-type: none"> Begin design of Pod 5 and Oceans Hall at NMNH 				
3.8.c Percentage of staff provided with RCM training	Process measure. Data captured by OFEO.	25% of entire SI staff attend one session and 75% of SI maintenance staff attend two sessions	50% of entire SI staff attend one session and 100% of SI maintenance staff attend two sessions	
3.8.d Planned maintenance as percentage of total maintenance	Developing outcome measure of effectiveness of preventive maintenance planning and procedures. Definition and data capture procedures will be established by OFEO in FY 2004.			
3.8.e Percentage of compliance with	Developing process measure. Definition and data capture procedures will be established by OFEO in			

Preventive Maintenance schedules	FY 2004.			
3.8.f Percentage of customers satisfied with maintenance service on annual customer satisfaction survey	Developing outcome measure. OFEO will develop, test, and conduct survey in FY 2004.			

Objective 3.9 Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers

Performance Indicators for Objective 3.9

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
3.9.a Percentage of new security systems installed and operational	Output measure. Data captured by OFEO	35%	50%	
3.9.b Percentage of upgraded existing security systems installed and operational	Output measure. Data captured by OFEO	60%	70%	
3.9.c Number of unit Emergency Plans implemented in accordance with SI-wide Emergency Preparedness Master Plan	Output measure. Data captured by OFEO	6	30	
3.9.d Percentage decrease in Risk Assessment Code	Outcome measure. Data captured by OFEO	10%	10%	

(RAC) 1 and RAC 2 findings				
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GOAL 4: GREATER FINANCIAL STRENGTH

Provide the financial support essential to achieve the mission of the Institution.

Objective 4.1 Secure the financial resources needed for to carry out the Institution's mission

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
4.1.a \$ Amount of voluntary support (gifts) to Smithsonian	Data source is Column A of OD, OSP and SAO Joint Report. FY 2002 baseline: \$141.6 million	\$75 million	\$110.0 million	\$110.0 million
4.1.b \$ Amount of non-government grants and contracts	Data source is Column B of OD, OSP and SAO Joint Report. FY 2002 baseline: \$22.9 million	\$11.0 million	\$11.6 million	\$12.2 million
4.1.c \$ Amount of federal, state, local and international grants and contracts	Data source is Column C of OD, OSP and SAO Joint Report. FY 2002 baseline: \$111.2 million	\$117.0 million	\$122.0 million	\$127.0 million

Objective 4.2 Over the long term (five years), grow the annual payout from the Endowment at least as rapidly as inflation while maintaining the purchasing power of the Endowment

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
4.2.a \$ Value of annual Endowment payout	Outcome measure. Data captured by the Office of the Chief Financial Officer (OCFO). FY 2003 baseline: \$34.0 million	\$34.0 million	\$34.5 million	\$35.2 million

4.2.b \$ Value of the Endowment portfolio	Outcome measure. Data captured by OCFO. FY 2003 baseline: \$622 million	\$622 million	\$634 million	\$646 million
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Objective 4.3 Increase the net income of Smithsonian Business Ventures

Performance Indicator	Discussion of Measure/Baseline	FY 2003 Target	FY 2004 Target	FY 2005 Target
4.3.a \$ Amount net operating income of SBV (operating revenues less operating expenses) ➤ \$ Amount net operating income from sales from museum stores, restaurants and IMAX theaters ➤ \$ Amount net operating income from The Smithsonian Catalogue sales ➤ \$ Amount net operating income from Smithsonian Magazine	Outcome measure. Data captured by SBV	To be determined		
4.3.b \$ Amount of funds transferred to Smithsonian Trust funds by SBV	Outcome measure. Data captured by SBV	To be determined		

**SMITHSONIAN INSTITUTION
FEDERAL BUDGET BY FUNCTION TABLE
Salaries & Expenses
(Dollars in Thousands)**

Function	FY 2003 Appropriation	FY 2004 Estimate	FY 2005 Estimate
Public Programs	\$ 30,335	\$ 35,430	\$ 40,751
Exhibitions	44,883	43,149	48,371
Collections	62,847	65,050	61,477
Research	59,244	61,898	63,209
Facilities	106,222	137,471	146,541
Security	66,327	62,676	65,697
Information Technology	30,681	37,671	43,129
Operations	<u>59,655</u>	<u>58,352</u>	<u>59,740</u>
Total, Smithsonian	\$460,194 ¹	\$501,697 ²	\$528,915 ³

¹ FY 2003 Appropriation does not reflect rescission of prior years' unobligated funds of \$14,100,000.

² FY 2004 Request does not reflect offsetting reduction of \$25,144,000.

³ FY 2005 Request excludes Necessary Pay of \$12,600,000.

SI Activities						FY 2005 Request	
	Information Technology		Operations		Necessary Pay	FTEs	Amount
	Es	Amount	FTEs	Amount			
FY 2003 Appropriation							
FY 2004 Request							
FY 2005 Request	34	43,129	535	59,740	12,600	5,209	541,515
MUSEUMS AND RESEARCH INSTITUTES							
<i>American Museums</i>							
Anacostia Museum/Center for African American History and Culture	1	64	5	566	62	22	1,969
**Adjustment to Base to Reflect FY 2005 Plan	0	3	0	18			
Archives of American Art	0	0	6	525	65	22	1,914
Center for Folklife and Cultural Heritage	0	64	2	65	43	18	2,247
**Folklife Infrastructure	0	0	0	0			
National Air and Space Museum	7	1,440	25	2,062	557	184	19,235
**Preparation/move of Collections, NASM	0	0	0	0			
**Kiosks and Exhibit Cases, NASM	0	0	0	0			
**Udvar-Hazy Center, NASM	0	0	0	0			
**Exhibition Maintenance	0	0	0	0			
**Adjustment to Base to Reflect FY 2005 Plan	0	974	0	0			
National Museum of American History	0	1,059	19	1,419	752	235	20,519
National Postal Museum	0	30	0	8	24	6	691
National Museum of the American Indian	7	4,276	49	4,309	665	383	34,828
**Exhibition Activities	0	0	0	0			
**Facilities Requirements	0	0	0	0			
**IT Infrastructure	0	(2,378)	0	0			
**NMAI Resource Center	0	0	0	0			
**NMAI Staff Move	0	0	0	(100)			
**NMAI Mall Museum	5	892	0	0			
**Adjustment to Base to Reflect FY 2005 Plan	0	146	5	290			
National Portrait Gallery							
--NPG	1	132	14	1,001	173	73	8,244
**NPG Patent Office Building	1	95	1	167			
--1/2 SAAM/NPG Bldg. Mgr.	0	0	0	0	0	0	0
Smithsonian American Art Museum							
--SAAM	7	540	13	947	256	109	12,388
**SAAM Patent Office Building	0	0	0	0			
**Collections Acquisitions	0	0	0	0			
--1/2 SAAM/NPG Bldg. Mgr.	0	0	0	0	0	0	0
<i>International Art Museums</i>							
Arthur M. Sackler Gallery/Freer Gallery of Art	3	342	5	576	197	60	5,987
Cooper-Hewitt, National Design Museum	1	145	5	448	106	40	3,232
Hirshhorn Museum & Sculpture Garden	0	0	6	625	138	49	4,288
National Museum of African Art	1	148	5	611	150	48	4,716
<i>Science Museums and Research Institutes</i>							
National Museum of Natural History	2	1,238	10	1,098	1,617	438	47,086
**Exhibits Infrastructure	0	0	0	0			
**Collections Care	0	0	0	0			
**Research Collection Information System	0	0	0	0			
**Repatriation Program	0	0	0	0			
National Zoological Park	3	543	13	1,300	595	195	17,346
**Animal Health Initiative	0	0	0	0			
**NZIP Information Management System	0	75	0	0			
Smithsonian Astrophysical Observatory	1	370	3	340	634	124	22,435
Smithsonian Center for Materials Research and Education	0	0	6	700	132	29	3,674
Smithsonian Environmental Research Center	0	0	5	273	105	34	3,017
Smithsonian Tropical Research Institute	4	185	41	1,938	327	242	11,607
TOTAL, MUSEUMS AND RESEARCH INSTITUTES	4	10,383	238	19,186	6,598	2,311	225,423

**SMITHSONIAN INSTITUTION FEDERAL BUDGET
BY PROGRAM AND ACTIVITY
(Thousands of Dollars)**

SI Unit Base Adjustments and Transfers
Requested Increases and Decreases

	FY 2003 Appropriation		FY 2004 Request		FY 2004 Request w/ FY 2005 Increases and Decreases																FY 2005 Request		
	FTEs	Amount	FTEs	Amount	Programs																Necessary Pay	FTEs	Amount
					Public Programs		Exhibitions		Collections		Research		Facilities		Security		Information Technology		Operations				
SI Activities					FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	
FY 2003 Appropriation	4,691	446,094																					
FY 2004 Request			5,007	476,553	442	40,751	487	48,371	710	61,477	518	63,209	1,131	146,541	1,252	65,697	134	43,129	535	59,740	12,600		
FY 2005 Request																					5,209	\$41,515	
MUSEUMS AND RESEARCH INSTITUTES																							
<i>American Museums</i>																							
Anacostia Museum/Center for African American History and Culture	21	1,968	22	1,907	6	427	3	263	6	447	1	140	0	0	0	0	1	84	5	566	62	22	1,969
** Adjustment to Base to Reflect FY 2005 Plan					0	(10)	0	(44)	0	22	0	11	0	0	0	0	0	3	0	18			
Archives of American Art	23	1,790	22	1,849	6	430	1	26	9	868	0	0	0	0	0	0	0	0	6	525	65	22	1,914
Center for Folklife and Cultural Heritage	19	1,899	18	1,954	5	642	9	1,019	2	164	0	0	0	0	0	0	0	64	2	65	43	18	2,247
** Folklife Infrastructure								25															
National Air and Space Museum	221	20,269	174	21,498	18	1,939	37	4,241	50	6,402	37	3,714	0	0	0	1,700	7	1,440	25	2,062	557	184	19,235
** Preparation/move of Collections, NASM																							
** Kiosks and Exhibit Cases, NASM								494															
** Udvar Hazy Center, NASM					10	1,405			0														
** Exhibition Maintenance								51															
** Adjustment to Base to Reflect FY 2005 Plan					0	(974)	0	0	0	0	0	0	0	0	0	0	0	974	0	0			
National Museum of American History	269	21,559	235	19,767	43	3,406	50	4,231	88	6,866	17	2,033	7	631	1	122	10	1,059	19	1,419	752	235	20,519
National Postal Museum	6	650	6	667	0	55	1	110	5	464	0	0	0	0	0	0	0	30	0	8	24	6	691
National Museum of the American Indian	313	33,397	360	38,610	116	11,183	48	5,026	112	8,824	0	0	18	4,992	0	0	17	4,276	49	4,309	665	383	34,828
** Exhibition Activities								998															
** Facilities Requirements								0															
** IT Infrastructure								0															
** NMAI Resource Center						25																	
** NMAI Staff Move								0															
** NMAI Mall Museum					12	528	6	67															
** Adjustment to Base to Reflect FY 2005 Plan					20	2,517	0	(146)	(25)	(2,073)	0	0	0	(734)	0	0	0	146	5	290			
National Portrait Gallery	64	4,823	64	4,986	12	865	11	976	21	1,597	5	415	0	0	0	0	1	132	14	1,001	173	73	8,244
** NPG Patent Office Building						534		1,937		15													
--1/2 SAAM/NPG Bldg. Mgr.	15	772	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Smithsonian American Art Museum	99	7,490	97	7,739	27	2,083	19	1,627	29	2,236	2	306	0	0	0	0	7	540	13	947	256	109	12,388
** SAAM Patent Office Building						115		14															
** Collections Acquisitions																							
--1/2 SAAM/NPG Bldg. Mgr.	16	775	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>International Art Museums</i>																							
Arthur M. Sackler Gallery/Freer Gallery of Art	71	6,092	60	5,790	12	1,163	20	1,746	13	1,404	7	528	0	31	0	0	3	342	5	576	197	60	5,987
Cooper-Hewitt, National Design Museum	40	3,030	40	3,126	4	248	5	429	10	745	2	126	13	985	0	0	1	145	5	448	106	40	3,232
Hirshhorn Museum & Sculpture Garden	65	4,693	49	4,150	11	834	22	1,819	9	782	0	0	0	6	1	84	0	0	6	625	138	49	4,288
National Museum of African Art	48	4,435	48	4,566	11	884	16	1,623	14	1,187	0	0	1	113	0	0	1	148	5	611	150	48	4,716
<i>Science Museums and Research Institutes</i>																							
National Museum of Natural History	514	44,690	436	43,319	58	5,214	50	5,023	158	14,524	144	15,804	4	418	0	0	12	1,238	10	1,098	1,617	438	47,086
** Exhibits Infrastructure								150															
** Collections Care								0		1,500													
** Research Collection Information System														1,500									
** Specialized Programs																							
National Zoological Park	341	24,126	190	15,924	5	363	95	7,270	44	4,205	28	2,033	0	0	2	210	3	543	13	1,300	595	195	17,346
** Animal Health Initiative								356															
** NZP Information Management System								0															
Smithsonian Astrophysical Observatory	128	20,984	124	21,801	5	800	0	0	0	0	99	17,191	16	3,100	0	0	1	370	3	340	634	124	22,435
Smithsonian Center for Materials Research and Education	29	3,438	29	3,542	4	613	0	0	5	469	14	1,760	0	0	0	0	0	0	6	700	132	29	3,674
Smithsonian Environmental Research Center	42	3,487	34	2,912	1	77	0	0	0	0	28	2,562	0	0	0	0	0	0	5	273	105	34	3,017
Smithsonian Tropical Research Institute	242	11,454	242	11,280	7	236	0	0	0	0	116	6,094	49	2,047	25	780	4	185	41	1,938	327	242	11,607
TOTAL, MUSEUMS AND RESEARCH INSTITUTES	2,586	221,823	2,250	215,387	400	36,534	407	40,651	555	47,411	500	53,217	108	8,547	29	2,896	74	10,383	238	19,186	6,598	2,311	225,423

■ SI Unit Base Adjustments and Transfers
■ Requested Increases and Decreases

SI Activities					Necessary Pay	FY 2005 Request	
	Information Technology		Operations			FTEs	Amount
	FTEs	Amount	FTEs	Amount			
FACILITIES SERVICES ⁽¹⁾							
Facilities Maintenance	0	0	0	0	654	385	49,281
**Facilities Maintenance	0	0	0	0			
**NMAI Mall Museum Support	0	0	0	0			
Facilities Operations, Security and Support	0	0	0	0	3,430	1,863	155,392
**FY 2005 Utilities Increase	0	0	0	0			
**FY 2005 Rent Increase	0	0	0	0			
**OPS Security Improvements	0	0	0	0			
**Facilities Program Staff Support	0	0	0	0			
**Facilities Integration Support	0	0	0	0			
**NMAI Mall Museum Support	0	0	0	0			
TOTAL, FACILITIES SERVICES	0	0	0	0	4,084	2,248	204,673
Subtotal, Smithsonian Institution	4	43,129	535	59,740	12,600	5,209	541,515
FY 2003 Rescission of Prior Years' Unobligated Funds						0	0
FY 2004 Offsetting Reduction						0	0
TOTAL, SMITHSONIAN INSTITUTION	4	43,129	535	59,740	12,600	5,209	541,515

Footnotes:

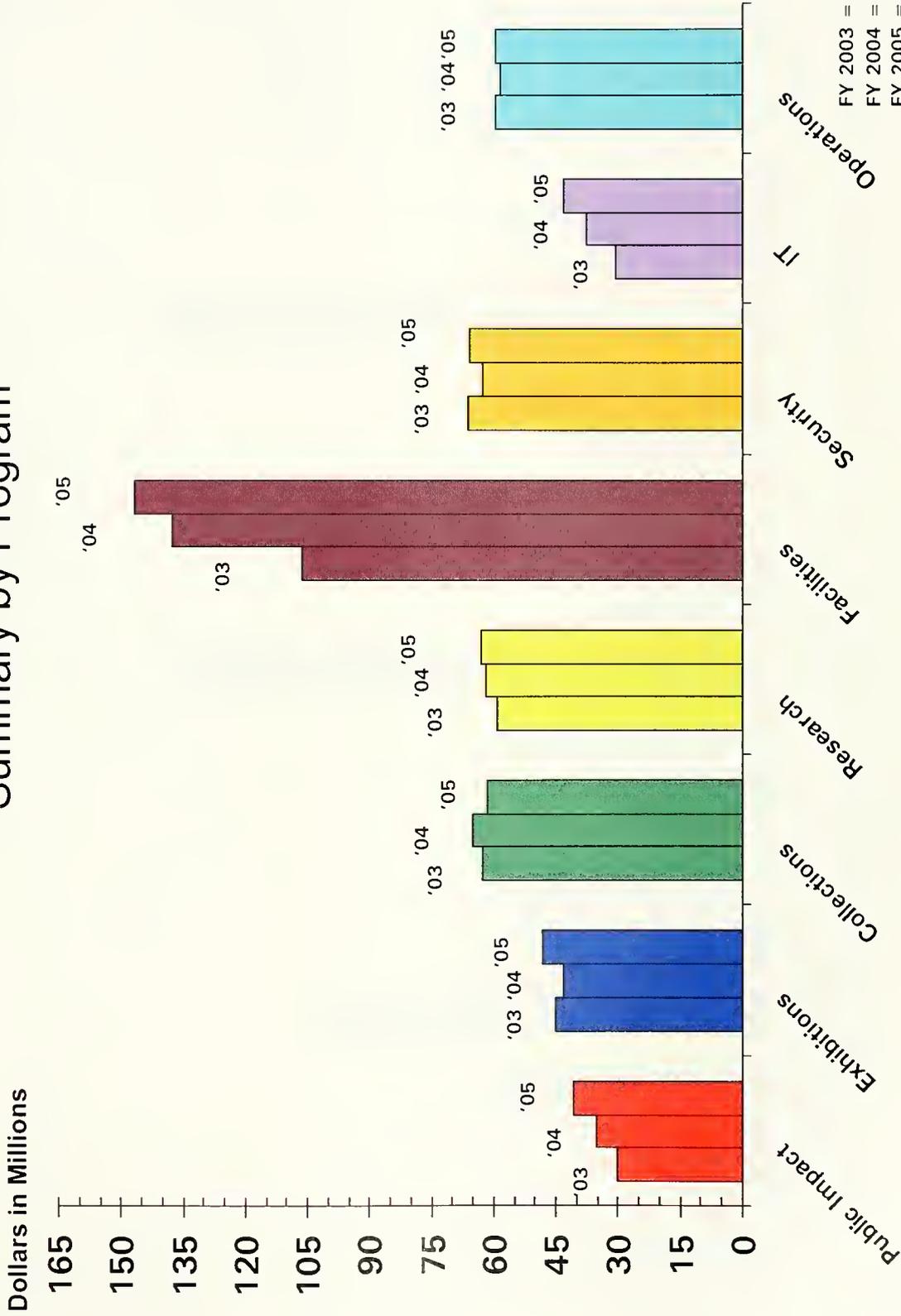
(1) For comparison purposes, the FY 2003 appropriation has been adjusted.



Smithsonian Institution

Salaries and Expenses

Summary by Program



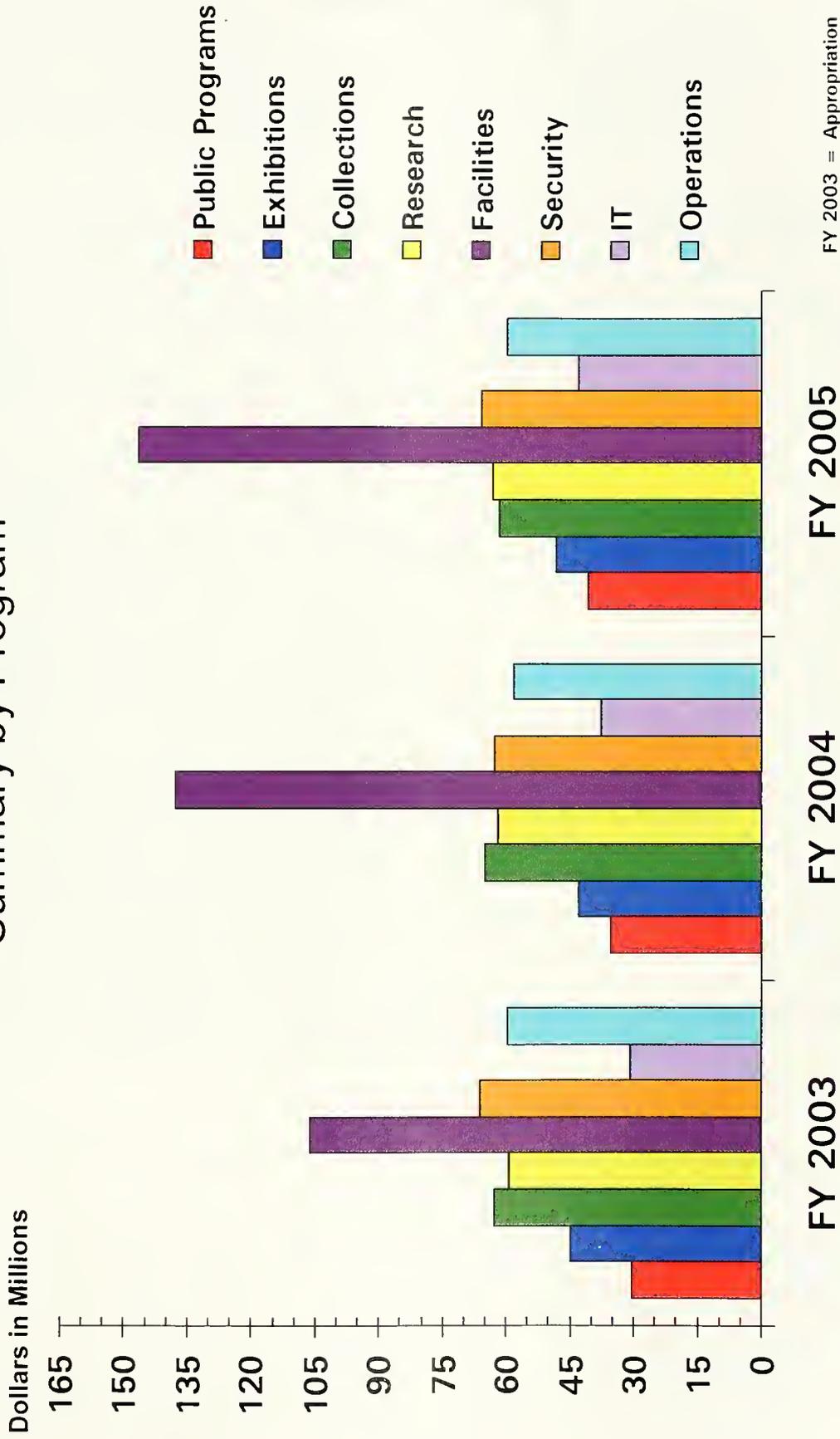
FY 2003 Estimate does not reflect rescission of prior years' unobligated funds of \$14,100,000.

FY 2004 Request does not include offsetting reduction of \$25,144,000.

FY 2005 Request does not reflect Necessary Pay of \$12,600,000.

Smithsonian Federal Budget

Salaries and Expenses Summary by Program



FY 2003 = Appropriation
 FY 2004 = Request to Congress
 FY 2005 = Request to OMB

FY 2003 Estimate does not reflect rescission of prior years' unobligated funds of \$14,100,000.
 FY 2004 Request does not include offsetting reduction of \$25,144,000.
 FY 2005 Request does not reflect Necessary Pay of \$12,600,000.

SALARIES AND EXPENSES

FY 2003 Appropriation	\$446,094,000
FY 2004 Estimate	476,553,000
FY 2005 Request	541,515,000

This section provides specific details about the Institution's Salaries and Expenses request for FY 2005. Within the total increases requested, approximately 26 percent is attributable to non-discretionary costs for sustaining base operations (pay, utilities, communications, and rent), and the remainder is for priority program requirements for critical ongoing projects within the Institution. These increases are partially offset by non-recurring costs of \$15,405,000 and program decreases of \$1,185,000.

NON-RECURRING COSTS – Fiscal year 2005 non-recurring costs of \$15,045,000 include the following:

- **National Air and Space Museum (\$4,279,000)** to reduce one-time funding for the preparation, move, and installation of the collection at the Udvar-Hazy Center (\$3,785,000) and purchase of kiosks, barriers, and exhibit cases for the collection (\$494,000).
- **National Museum of the American Indian (\$6,843,000)** to reduce one-time funding for technological support for the Resource Center (\$325,000), Web development and Web content management systems (\$40,000), facilities requirements (equipment and furnishings) of the Mall Museum (\$3,042,000), staff move from rental space to the Mall Museum (\$100,000), technology infrastructure for the Mall Museum (\$2,108,000), systems planning in support of the opening exhibitions (\$230,000), and exhibits development (\$998,000).
- **Enterprise Resource Planning System (\$3,676,000)** to reduce one-time funding for the implementation of financial and personnel modules that will be deployed by the end of FY 2004.
- **Office of the Chief Information Officer (\$247,000)** to reduce funding for the consolidation of the Institution's applications servers.

SALARY AND RELATED COSTS - The Institution requests an increase of \$13,054,000 for higher projected salary and benefits costs in FY 2005 for staff as described below.

Salary and Related Cost Increases:

Annualization of FY 2004 Pay Raise	5,230,000
Proposed FY 2005 Pay Raise	7,370,000
Workers' Compensation	<u>454,000</u>
Total, Salary and Related Cost Increases	\$13,054,000

- **Annualization of FY 2004 Pay Raise (\$5,230,000)** - to annualize funding of the anticipated 2.0 percent January 2004 pay raise for one-quarter of a year. In addition, the request will support the portion of the January 2003 pay raise that was not included in the FY 2004 request to Congress. The initial estimate for the FY 2003 pay raise was based on 3.1 percent with the final pay raise approved at 4.27 percent. If Congress increases the January 2004 pay raise to 4.1 percent as proposed by the House, funding for this requirement will be increased by \$3,617,000.
- **Proposed FY 2005 Pay Raise (\$7,370,000)** - to fund the anticipated 3.4 percent January 2005 pay raise for three-quarters of a year.
- **Workers' Compensation (\$454,000)** - to support the provisions of Section 8147(b) of Title 5, United States Code, as amended April 21, 1976 by Public Law 94-273. Workers' Compensation is based on actual costs incurred from July 1, 2002 through June 30, 2003, as provided by the Department of Labor. With an amount of \$2,800,000 in its FY 2004 Request to Congress for Workers' Compensation, the Institution requests a total of \$3,254,000 in FY 2005, an increase of \$454,000.

UTILITIES, POSTAGE, COMMUNICATIONS, AND RENT (\$1,201,000) – For FY 2005, the Institution requests a net increase of \$1,201,000 for utilities, postage, communications, and rent, to cover additional costs attributable to increased consumption and inflationary increases, and project needs. The following table displays estimates from FY 2003 through FY 2005. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Communication, and Rent Costs
FY 2003–FY 2005**

(Dollars in Thousands)	FY 2003 Appropriated ¹	FY 2004 Estimate	FY 2005 Estimate	Change
Electricity	19,410	21,649	22,013	364
Steam	4,868	5,014	5,109	95
Natural Gas	2,824	3,388	3,584	196
D.C. Gov't Water/Sewer	4,137	3,640	3,423	- 217
Other Water & Fuel	640	760	776	16
Postage	2,435	2,217	2,264	47
Communications	10,098	11,031	10,880	- 151
Rent	10,485	11,023	11,874	851
Total	54,897	58,722	59,923	1,201

¹ FY 2003 Appropriation includes 0.65% across-the-board reduction.

- **Electricity (+ \$364,000)** – Electricity is used to operate large air conditioning equipment that cools Smithsonian facilities. In addition to ensuring the comfort of staff and visitors, climate control is essential to the protection of the national collections. The electricity estimate includes an inflationary increase of 2.1 percent (\$386,000) offset by anticipated reimbursements (-\$22,000).
- **Steam (+ \$95,000)** – The Smithsonian uses steam for heating and humidification and to produce hot water in facilities on the Mall and in New York City. This request includes a 2.1 percent inflation factor (\$113,000) and a net decrease for costs at the National Air and Space Museum's restaurant that will be paid directly by the vendors, offset by anticipated reimbursements (-\$18,000).
- **Natural Gas (+ \$196,000)** – The estimate includes increases for Patent Office Building operations (\$125,000), and an inflationary increase of 2.1 percent over the base (\$72,000), offset by anticipated reimbursements (-\$1,000).

- **D.C. Water and Sewer (-\$217,000)** – The FY 2005 net estimate for water and sewer costs is based on cost projections by the District of Columbia Water and Sewer Authority in April 2003.
- **Other Water and Fuel (+ \$16,000)** – Water consumption at satellite facilities in Maryland and Virginia and fuel oil consumption should remain constant. The FY 2005 estimate includes an inflationary increase of 2.1 percent (\$16,000).
- **Postage (\$47,000)** – The FY 2004 estimate includes an inflationary increase of 2.1 percent (\$47,000).
- **Communications/Networks (-\$151,000)** – For FY 2005, the Institution requests an increase of \$439,000. In addition, the request includes a redirection of \$590,000 that is being requested in the Facilities Capital account to support the relocation of telephones from the Arts and Industries Building, when the staff currently housed there is moved to a new location in FY 2005. This results in a net reduction of \$151,000 to the communications account. The requested increase of \$439,000 supports the continued efforts of the Office of the Chief Information Officer to modernize the Smithsonian’s telecommunications infrastructure and support voice and data operations and maintenance. The request will enable the Smithsonian to deploy the Voice Over Internet Protocol telephone system at the National Air and Space Museum’s Garber Facility and the Museum Support Center in Suitland, MD; the Service Center at 1111 North Capitol Street; the National Zoological Park, including the Conservation Research Center; the National Museum of Natural History; the Anacostia Museum and Center for African American History and Culture; L’Enfant Plaza offices; and the Smithsonian’s greenhouses at the U.S. Soldiers’ and Airmen’s Home.
- **Rent (\$851,000)** -- The request includes \$231,000 to pay annual increases agreed to as part of lease terms in current contracts. In FY 2005, the National Museum of the American Indian will vacate leased space in L’Enfant Plaza, shortly after the Mall Museum opens. The Smithsonian will use the vacated space for future requirements such as space for staff to be relocated from the Arts and Industries Building. The request includes \$620,000 for increased L’Enfant rental costs (for three-fourths of a year). The balance required for one-fourth of a year will be requested in FY 2006.

SECURITY/ANTI-TERRORISM - The Institution requests an increase of \$3,186,000 and 55 FTEs for security and anti-terrorism requirements at Smithsonian facilities, and for information technology security infrastructure.

- **Facilities Operations, Security, and Support (55 FTEs and \$3,021,000)**

The requested increase includes 55 FTEs and \$3,021,000 for the Smithsonian to provide additional security staff and support costs resulting from the increased security and anti-terrorism requirements following the September 11, 2001, attacks. The requested resources will allow the Institution to respond to security and facility threat assessments, and include staff and funds to operate magnetometers and perform visitor screening at the National Museum of Natural History, National Museum of American History, and the National Air and Space Museum, and to develop a Disaster Management Plan. Included within this total are \$1,049,000 and 21 FTEs for integrating the National Postal Museum (NPM) guard force into the Smithsonian-wide guard force by providing salaries and benefits for 21 security personnel, and providing funds for alarm maintenance at NPM.

- **Chief Information Officer (\$165,000)** The requested increase of \$165,000 will allow the Chief Information Officer to upgrade the Smithsonian network security infrastructure to ensure that it will continue to operate without interruption should there be a hardware or software failure or if a system component is compromised. It will also provide for secure remote access services, and for operations and maintenance of the newly implemented security system. This will allow the Smithsonian to distribute digital information to the public, researchers, and other customers or partners while minimizing the associated IT security risk.

NAPA-DRIVEN - The Institution requests an increase of \$15,288,000 and 33 FTEs to support improvements to the Smithsonian's information technology infrastructure and facilities program as recommended by the National Academy of Public Administration (NAPA) in its July 2001 report.

- **Enterprise Resource Planning System (\$3,687,000)** The requested increase will allow the Institution to continue full implementation of the Enterprise Resource Planning system. Phase I, including general ledger, accounts payable, and purchasing, was implemented in October 2002, and the system will continue to be implemented incrementally through FY 2005. The increase will fund a procurement management system and operation and maintenance of the already-implemented modules. Due to increased costs related to acquisition of the procurement module, the request represents an increase over the previous Exhibit 300 estimate for FY 2005.

- **Managed Information Technology Infrastructure (\$2,586,000)** The requested increase will provide funds to replace obsolete desktop, graphics, and scientific workstations and printers Institution-wide with modern systems, on a four-year replacement cycle. The funds will also provide for an integrated digital infrastructure in order to make more available the Institution's research findings, as well as its 143.5 million collection objects, 1.4 million library items, 2 million film negatives, and 155 years of archived letters, journals, and illustrations.
- **Facilities Operations, Security, and Support (12 FTEs and \$1,415,000)** The increase for FY 2005 will provide necessary staff support to the Smithsonian's expanded facilities program. Included are 8 FTEs and \$915,000 for the Office of Facilities Engineering and Operations (7 FTEs) and Office of Contracting (1 FTE) to provide additional oversight and management of the facilities program, and 4 FTEs and \$500,000 for zone management staff to improve the quality and timeliness of facilities operations and maintenance across the Institution.
- **Facilities Maintenance (21 FTEs and \$7,600,000)** The increase for FY 2005 will provide funds to continue to develop and implement the structured maintenance program begun with FY 2004 funds, including preventive maintenance, periodic testing and inspection, and programmed maintenance. This effort will improve reliability of mechanical equipment, reduce maintenance and energy costs, and ensure safer facilities for visitors and staff, including compliance with National Fire Protection Agency and other life-safety codes. The Smithsonian is required by law and its own policies to inspect, test, and maintain its fire systems. These critical functions have eroded over the past 10 years, to the point where the reliability of the systems is questionable, and the risk to visitors, staff, and collections has increased.

STAFFING/OPENING NEW FACILITIES - The Institution requests a net increase of \$13,762,000 and 99 FTEs for the opening of two new facilities, the National Museum of the American Indian and the National Air and Space Museum Udvar-Hazy Center, and to prepare for the reopening of the National Portrait Gallery and Smithsonian American Art Museum in the renovated Patent Office Building.

- **National Museum of the American Indian (68 FTEs and \$4,875,000)** The requested increase includes 23 FTEs and \$2,396,000 for the National Museum of the American Indian (NMAI) for activities related to the opening of the NMAI Mall Museum in September 2004. The requested resources will be used to complete the development of exhibits, provide

education and cultural art programs and visitor services, and complete the Mall Museum infrastructure. The Institution is also requesting that NMAI be allowed to retain 27 FTEs previously provided for moving the collections from New York City, and related funding of \$2,536,000, for the above purposes. The request also includes 45 FTEs and \$2,479,000 for facilities maintenance and operations, including security, to protect and maintain the buildings and grounds of the new Museum.

- **National Air and Space Museum (10 FTEs and \$1,409,000)** The increase for FY 2005 will provide funds needed for full operations of the Udvar-Hazy Center. These funds will be used to support education and Web activities, including a National Electronic Outreach Distance Learning program, school programs, and expanded public and family programs.
- **National Portrait Gallery and Smithsonian American Art Museum (21 FTES and \$7,478,000)** An increase of 21 FTEs and \$7,663,000 will allow the National Portrait Gallery and Smithsonian American Art Museum (SAAM) to begin preparations for the planned July, 2006 reopening of the renovated Patent Office Building. Funds are included for exhibition preparation, moving and installing objects, gallery installations, developing interpretive materials and public programs, preparing and furnishing galleries, preparation and move to the new Visible Conservation Center, and implementing a nationwide media campaign to herald the reopening of the museum to increase visitation. The increase for SAAM is partially offset by a decrease of \$185,000 to its no-year collections acquisition funds.

OTHER INSTITUTIONAL PRIORITIES - The Institution requests an increase of \$9,372,000 and 15 FTEs for other Institutional priorities for key areas in scientific research, collections information systems, public programming, and outreach. The infusion of new resources in these areas will stimulate initiatives designed to pursue scientific innovation and discovery and enlarge the Smithsonian's audiences.

- **Center for Folklife and Cultural Heritage: Festival Infrastructure (\$250,000)** The requested increase includes \$250,000 for the Smithsonian Folklife Festival, to increase the quality and safety of exhibits and programming by increasing infrastructure support, including utilities, vehicles and equipment, security services, and services to make the Festival more accessible. The increase covers services and items historically provided by the National Park Service and other units and organizations, but no longer supported by them.

- **Science Initiatives (3 FTEs and \$2,500,000)** To respond to the reports of the Science Commission, the National Academy of Sciences, and the National Academy of Public Administration, increases are included for fellowships and scholarly studies (1 FTE and \$800,000), for enhanced collections care at the National Museum of Natural History (1 FTE and \$1,500,000), and for increased maintenance of science exhibits (1 FTE and \$200,000).
- **National Zoological Park (5 FTEs and \$752,000)** The FY 2005 request includes an increase to address issues raised in the recent inspections by the U.S. Department of Agriculture and the American Zoo and Aquarium Association. These include staff and funds to coordinate pest management activities at the Zoo, provide for increased animal enrichment programs including improved habitats, and strengthen animal health management. These funds and programs are critical to achieving full AZA accreditation.
- **Collections Information Systems (\$4,362,000)** A total increase of \$4,362,000 is requested to provide necessary improvements in several key collections information systems at the Institution. Included are the ArtCIS system, which serves museum collections management needs and provides access to information and images at six art museums; the National Zoological Park Information Management System to support scientific, conservation-oriented collections management; the Photo Collections System, to provide a standard pan-Institutional digital image, audio, and video collections system; the Smithsonian Institution Research Information System, which advances outreach by supporting the management of and access to holdings of 20 Smithsonian libraries, 14 archives, and other inventory and research databases; a pan-Institutional Natural Science Geographic Information System to serve all of the Institution's science units; and the National Museum of Natural History's Research and Collections Information System, which helps Museum staff manage and track collections (totaling 125 million objects and specimens) as they are acquired, loaned, or borrowed for research or exhibition.
- **Smithsonian Institution Libraries (\$200,000)** Over the last 15 years, the cost of scientific journals has risen faster than inflation rates and the Smithsonian Institution Libraries (SIL) has rarely received increases even for basic inflation. SIL has coped with diminished buying power for its essential research tools through cancellations, inter-library loans, and gifts and exchanges, but can no longer keep up. The requested increase is to purchase electronic journals, books, and databases that provide critical information and research support for the entire Smithsonian community.

- **Information Technology: Web Content Unit (4 FTEs and \$976,000)** The Smithsonian receives over 62 million Web visits a year. The requested increase will provide staff and funds to set overall policy for the Institution's many websites; establish guidelines on pan-Institutional issues such as accessibility, usability, and promoting programs on the websites; and defining requirements for new content. Included are one-time funds for a complete redesign of the Smithsonian homepage, to enhance its usability and increase Web visitation.
- **Administration: Office of Contracting (OCon) Support (3 FTEs and \$332,000)** OCon has been assigned programmatic responsibility for three of the initiatives included in the President's Management Agenda: competitive sourcing, performance-based service contracting, and e-commerce in contracting. The Institution is requesting additional staff to effectively develop, implement, and monitor compliance with these complex programs. The requested increase includes two analysts and one assistant to oversee these contracting initiatives, as well as to respond to increased workload associated with the Institution's purchase card program.

PROGRAM DECREASE – In addition to the above increases, the Institution proposes a one-time decrease of \$1,000,000 to the National Museum of Natural History repatriation program. This is an extremely important program established in 1991 to implement the requirements of the National Museum of the American Indian Act of 1989. The Act established the right of Native American and Native Hawaiian peoples to determine the disposition of culturally affiliated human remains and funerary or sacred objects in the Smithsonian's collections. Since inception, NMNH has repatriated approximately 3,700 skeletal remains and 88,000 associated objects to 48 Native communities. However, for the past several years, due to hiring delays, NMNH has received more funds than it has been able to utilize in a timely fashion. Therefore, a one-time decrease of \$1,000,000 is possible with no impact on the underlying program. The Institution intends to request the restoration of these funds in a future budget.

ANACOSTIA MUSEUM AND CENTER FOR AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ESTIMATE	21	1,968	3	486	0	59	0	61
FY 2004 ESTIMATE	22	1,907	2	390	0	109	0	0
FY 2005 ESTIMATE	22	1,969	2	342	0	300	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	3	219	3	226	0	7
Expand a national outreach effort	1	102	1	105	0	3
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	151	1	156	0	5
Develop and bring first-class educational resources to the nation	7	483	7	499	0	16
Improve the stewardship of the national collections	5	367	5	379	0	12
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	2	315	2	325	0	10
Modernize the Institution's financial management system and functions	2	150	2	155	0	5
Recruit, hire, and retain a diverse workforce and promote equal opportunity	1	55	1	57	0	2
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	0	65	0	67	0	2
Total	22	1,907	22	1,969	0	62

BACKGROUND AND CONTEXT

Since its creation in 1967, the Anacostia Museum and Center for African American History and Culture has worked to enhance the nation's educational and cultural life by exploring and documenting the historical experiences and the cultural expressions of people of African descent. To do that, the museum offers exhibitions, educational programs, workshops and special events at its site in southeast Washington's historic Anacostia neighborhood, at other Smithsonian facilities on the National Mall, and at strategically selected schools, colleges, and community gathering spots throughout the northeastern United States. What started as the nation's first federally funded neighborhood museum now is recognized as a national resource with a long track record of creating critically acclaimed exhibitions, scholarly publications, and innovative Web-based outreach and education.

The Anacostia Museum is responsible for the acquisition, care and preservation of approximately 6,000 objects in a collection dating to the early 1800s. This multi-faceted collection includes textiles, works of art, archaeological materials, furniture, photographs, audio tapes, film footage, diaries, and musical instruments. Research specialties have led to the creation of distinctive collections in the following areas: African American religion and spirituality, African American visual and performing arts, African American family and community life, and contemporary popular culture.

For FY 2005, the estimate includes an increase of \$62,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, the Museum has created a series of four exhibitions designed to stimulate collecting and preservation among individuals, families, communities and institutions. Three of them will tour the United States along with a series of workshops and lecture-demonstrations covering the basics of collecting and preserving. The exhibitions are *I, Too, Sing America: The African American Personal Narrative in American History*, which opens in September 2005 and uses diaries, letters, photographs, legal documents and other objects handed down through families and others to spotlight the perspective of the African American eyewitness in American history; *Jubilee: African American Family and Community Celebrations*, which opens in April 2004, will travel nationally through December 2005, and draws on memorabilia and archival objects from across the country to explore the many celebrations that are unique to African American communities; *Sunday Best: African American Dress and Adornment Traditions*, which will be the first museum-based

exploration of adornment, dress and social traditions among the slave population of the American south; and *Close Up in Black: African American Film Posters* (opening in April 2005), which, along with the accompanying film festival, highlights the work of African American film makers and will serve as a catalyst to augment the Museum's collection of performing arts materials including items documenting the careers of a number of artists.

In order to provide future generations of scholars and museum visitors with material evidence of the African American experience, the Museum has created a first-of-its-kind public education initiative designed to teach the fundamentals of collecting and preservation to individuals and special interest communities such as churches, universities, and social organizations. In a related effort the Museum offers workshops and instructional materials on genealogical research and recording oral histories.

The Museum provides an array of programs for students and teachers. Created in 1999 to offer cultural enrichment and basic skills instruction in three Washington DC churches, the annual Summer Museum Academy will expand to a year-round program and include sites in Oklahoma and Texas. A teachers' workshop is held each year to introduce educators to new and more effective ways of teaching African American history to students in grades K-12. Another resource for educators, students and researchers is the On-Line Academy, a section of the Museum website featuring virtual lectures, detailed information on significant items in the museum's collection, and background on past and current exhibitions.

To support the Institution's goal of Enhanced Management Excellence, the Museum will develop and implement results-oriented and customer-centered measures for exhibitions, educational programs, and Web-based interfaces. The Museum will continue to enhance its press relations through the electronic and print media by working with regional press outlets on story placement based on newly acquired collections.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (3 FTEs and \$226,000)

- Achieve 10% increase in visitation to the Museum
- Install and present three major exhibitions: *I, Too, Sing America*, *Close Up in Black*, and *Sunday Best*
- Install two exhibitions focusing on recent additions to the collections

Expand a national outreach effort (1 FTE and \$105,000)

- Continue tour of the traveling version of *Jubilee* exhibit
- Develop two publications related to the *Sunday Best* and *I, Too, Sing America* exhibitions

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$156,000)

- Create a Scholars Advisory Board made up of scholars, historians and specialists in African American history and culture who will review research projects for their contribution to the field and strength of scholarship, and provide information to improve and strengthen research projects
- Increase scholarly peer review of Museum publications by 5%

Develop and bring first-class educational resources to the nation (7 FTEs and \$499,000)

- Increase participation in Summer Academy and After School Academy by 10%
- Achieve 15% increase in attendance at film-related programs and the annual Martin Luther King Jr. Commemorative Program
- Expand On-Line Academy by 10 additional presentations and 15% increase in website visits

Improve the stewardship of the national collections (5 FTEs and \$379,000)

- Add two collections in one of the following categories: Archives, Art, Family History, or Community History
- Continue digitization of collections; increase accessibility by 25%

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (2 FTEs and \$325,000)

- Develop and implement results-oriented and customer-centered measures for all Web interface, exhibitions, and programs

Modernize the Institution's financial management systems and functions (2 FTEs and \$155,000)

- Complete the implementation of detailed project and financial tracking to insure optimal management of gifts and grants

Recruit, hire, and retain a diverse workforce and promote equal opportunity (1 FTE and \$57,000)

- Provide expanded human resources development to continue focus on career planning, information management, and technology training to enable 30% of the staff to develop content and data for the Online Academy

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (0 FTE and \$67,000)

- Ensure that notice of key museum programs and exhibitions gets to appropriate news outlet and the public by increasing the use of technology

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 2003 ESTIMATE	23	1,790	0	263	10	852	0	0
FY 2004 ESTIMATE	22	1,849	0	264	11	945	0	0
FY 2005 ESTIMATE	22	1,914	0	105	13	927	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	26	1	28	0	2
Expand a national outreach effort	6	430	6	448	0	18
Improve the stewardship of the national collections	9	868	9	898	0	30
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	2	249	2	254	0	5
Modernize the Institution's financial management systems and functions	2	137	2	142	0	5
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	2	139	2	144	0	5
Total	22	1,849	22	1,914	0	65

BACKGROUND AND CONTEXT

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

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

To achieve the Institution's goal of Increased Public Engagement, AAA continues to focus on making more of its 15 million collections and resources available to researchers, completing compelling exhibits, and strengthening reference services, visitor feedback, and AAA's website. Resources will also be used for a systematic survey of collections, and expansion of functionality of AAA's collections management processing systems. The goal of Enhanced Management Excellence will be met by continuing to improve internal controls and communication, and devoting more resources to staff training.

The FY 2005 budget estimate includes an increase of \$65,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, AAA is directing its resources to organizing compelling exhibitions and activities that will expand availability to collections and resources via the World Wide Web, attract new and larger audiences, foster art history and humanities research, and improve the stewardship of its collections. In FY 2005, AAA will build on external funding received in FY 2002–2004 from the Beinecke Foundation to establish a Digital Imaging Center that will enable AAA to increase the number of documents, photographs, and oral histories in its growing digital repository. Reference services will be strengthened by training staff in system upgrades and in formulating new procedures to increase reference services online, and by fully implementing AAA's barcoding initiative to control inventory of collections.

AAA will continue to produce small, compelling exhibitions that reflect the richness and cultural diversity of its collections and make tangible the firsthand accounts of America's artists, dealers, collectors, and critics, for both the general public and the scholarly community. Through strategies such as collaborating with other institutions, developing special exhibitions, securing multiple venues for exhibitions, and promoting loans of significant documents, AAA will increase its audience and strengthen its alliances with affiliate museums and other institutions. Exhibitions for FY 2005 include: the Annual Gala Benefit Exhibition, *Diaries from the Archives of American Art* (to launch the opening of a comprehensive online guide to diaries in the AAA collections), *Erle Loran: Bay Area Modernist*, and *Sources for the Study of Asian American Art*. As part of a national outreach effort for the Archives' 50th anniversary, AAA will collaborate with SITES to develop a traveling

panel exhibition *Treasures from the Archives of American Art*, which will tell the story of American art from multiple perspectives through primary sources such as letters, diaries, photographs, sketchbooks, and the voices of artists from the Archives' Oral History Collection. In FY 2005, AAA will also develop plans and a production schedule for its new exhibition space in the Patent Office Building, as well as goals and benchmarks for evaluating exhibitions. Resources will continue to be devoted to presenting online versions of exhibitions to reach an even wider audience.

The goal of Enhanced Management Excellence will be addressed in part by continuing to devote resources to performing internal audits on various administrative processes, to ensure compliance with all policies and procedures, and ensure the integrity of funds. Staff training assessments of current work methodologies will continue and processes to ensure efficiency across all functions of AAA will be implemented. Additionally, communication will be strengthened through additional staff and team meetings.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$28,000)

- Target 75% of planned exhibitions to appeal to multiple interests and new audiences which include the Asian American community; California and Bay Area arts community; European Post Impressionism; and diaries of all kinds
- Incorporate survey and visitor feedback into exhibitions and public programs and incorporate the feedback within 6 months of the survey to improve programming

Expand a national outreach effort (6 FTEs and \$448,000)

- Digitize approximately 2,000 documents, photographs, and oral histories to expand access to collections
- Add an online guide focused on AAA's papers of and about African American artists to reach a diverse audience
- Increase by 10-15 the number of online finding aids to make more of AAA's collections accessible
- Develop and implement an online customer survey to ensure customer satisfaction

Improve the stewardship of the national collections (9 FTEs and \$898,000)

- Complete second half of systematic survey of collections begun in FY 2004 to form a plan for prioritizing collections to be processed

- Implement Digital Asset Management System to accommodate the 10% yearly increases in demand for digital images and services via the Web, and to comply with the Smithsonian's Technical Reference Model for Digital Infrastructure
- Enhance collections management systems to ensure proper preservation, processing, acquisition, and physical and legal control of AAA's vast collections through
 - an SI-wide planned upgrade in FY 2005 to the SIRIS system to include fuller integration with AAA's collections database
 - full implementation of the SIRIS Inventory Module for tracking and inventorying storage containers

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (2 FTEs and \$254,000)

- Continue to monitor, revise, and enforce AAA's strategic plan to ensure 100% alignment with the Institution's plan
- Enable 50% of employees to attend one or more training courses within the year to strengthen workforce capabilities

Modernize the Institution's financial management systems and functions (2 FTEs and \$142,000)

- Implement spending plans for all sources of funds to ensure integrity of funds
- Perform two to three internal audits to ensure compliance with internal controls

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (2 FTEs and \$144,000)

- Develop methods of communication, such as monthly all staff meetings and quarterly management retreats, to ensure 100% of employees understand the mission, goals and strategic direction of AAA

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 2003 ESTIMATE	19	1,899	11	1,393	5	1,475	0	0
FY 2004 ESTIMATE	18	1,954	11	983	11	3,600	0	39
FY 2005 ESTIMATE	18	2,247	11	983	5	1,600	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	10	1,084	10	1,356	0	227
Develop and bring first-class educational resources to the nation	5	642	5	655	0	13
Improve the stewardship of the national collections	2	164	2	170	0	6
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	1	64	1	66	0	2
Total	18	1,954	18	2,247	0	293

BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage produces research-based 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. 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 among more than 2,000 published titles includes several Grammy award winners. The Center also produces educational materials—websites, kits for schools, documentary films, publications, traveling exhibitions, conferences, and training programs examining cultural traditions and the means of conserving them for the good of communities and the broader society. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters.

For FY 2005, the estimate includes an increase of \$293,000, including \$250,000 for Folklife Festival infrastructure and \$43,000 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. In 2002 for example, the Silk Road Festival drew a record number of visits—over 1.3 million. The proposed 2005 Festival programs are on the U.S. Forest Service, Native American Basketry, Latino Music, and Oman. In 2004, the Center will also take on the added responsibilities of working with the World War II Memorial Commission to organize a high-quality public event involving hundreds of thousands of veterans and their families to mark the Memorial's dedication, and working with the National Museum of the American Indian to produce their opening ceremonies festival. Both these programs will likely involve ongoing work into FY 2005.

To apply Smithsonian research to its work and collections, the Center will continue in 2005 to add to its documentary sound, photographic, and ethnographic collections as well as generate new materials through the organization of research projects necessary to produce the Festival and Smithsonian Folkways Recordings. This material will be added to the Center's archives and, where necessary, digitized. Ongoing digitization of the archival collection will continue throughout FY 2005. In order to bring Smithsonian education resources to the nation, the Center will publish its recordings and disseminate them across the country. The Center will continue to tour its traveling exhibits, and hopes to complete a film based on the Masters of the Building Arts Festival program and make it available to the public by the end of FY 2005. The Center will also continue to shift resources toward the Web-based distribution of materials and lesson plans to increase efficiency and broaden audiences. To better serve the needs of its

Festival visitors, the Center will use the requested increase of \$250,000 to provide better services and improve security.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions (10 FTEs and \$1,356,000)

- Achieve visitation of 1 million at the Smithsonian Folklife Festival
- Feature more than 300 musicians and artists from cultural communities important to Americans
- Generate 400 media stories about the Festival
- Generate 90% approval ratings by the public for the Festival
- Generate 90% approval ratings by participants in the Festival

Develop and bring first-class educational resources to the nation (5 FTEs and \$655,000)

- Generate more than 12 million hits on Center webpages
- Produce at least 18 documentary recordings through Smithsonian Folkways Recordings distributed nationwide
- Travel at least two exhibitions generated from the Festival and other projects throughout the United States

Improve the stewardship of the national collections (2 FTEs and \$170,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$66,000)

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

FY 2005 REQUEST – EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of \$293,000 with no additional FTEs. Included are an increase of \$43,000 in necessary pay for existing staff justified in the Non-discretionary Costs section of this budget, and a program increase of \$250,000 for infrastructure support of the Smithsonian Folklife Festival to improve the quality and safety of exhibits and programming as follows:

- (+ \$129,000) These funds will provide for the rental of service vehicles and electrical and gas plumbing services, along with the purchase of

generators and other equipment that generally has been rented for each festival, as well as building materials for public stages. Purchasing the equipment will avoid increasing rental costs and permit its use by other Smithsonian units and in upcoming pan-Institutional projects.

- (+ \$102,000) This increase is for security services, security fencing and lighting, mandated services for disabled visitors (such as sign language interpreters), and first aid. The increase covers services and items historically covered by the National Park Service and other units and organizations, but no longer supported by them.
- (+ \$19,000) This increase will provide for necessary updating of computer, office, and telephone lines and functions that help support the Festival, as well as the processing of research materials and Festival documentation for public dissemination.

If the FY 2005 request is not allowed, the Festival will not be able to provide the infrastructure support needed to attract and serve visitors, nor attract the non-government support needed to fund actual program costs. The result will be a much smaller, much diminished Festival with lower visitation, and less impact on both public education and the cultural communities featured at the Festival.

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 2003 ESTIMATE	221	20,269	36	3,180	35	8,606	5	674
FY 2004 ESTIMATE	174	21,498	38	4,514	35	5,316	4	484
FY 2005 ESTIMATE	184	19,235	38	4,029	20	1,794	5	712

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	51	4,973	53	5,298	2	325
Expand a national outreach effort	4	671	12	1,013	8	342
Improve the stewardship of the national collections	53	7,713	53	3,998	0	-3,715
Deliver highest quality visitor services	7	598	7	640	0	42
Strengthened Scientific Research:						
Strengthen capacity in science research	2	242	2	312	0	70
Conduct focused scientific research programs that are recognized nationally and internationally	6	402	6	670	0	268
Develop the intellectual component of the collections by performing collections-based studies	23	2,450	23	2,520	0	70
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	19	3,651	19	3,916	0	265
Modernize the Institution's information technology systems and infrastructure	9	798	9	868	0	70
Total	174	21,498	184	19,235	10	-2,263

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to preserve and display aeronautical and space-flight equipment and data of historical significance to the progress of aviation and space flight, develop educational materials and conduct programs to increase the public's understanding of the development of aviation and space flight, and conduct and disseminate new research in the study of aviation and space flight and related technologies.

In FY 2005, the National Air and Space Museum will be fully operational as one museum with multiple locations: the flagship building on the National Mall; the Udvar-Hazy Center; and the Garber facility. The National Air and Space Museum provides access to the nation's aviation and space history to 9-10 million on-site visitors per year on the Mall and over 140,000,000 virtual visitors through our broadcast and webcast educational programming. Between 3-4 million visitors are expected to visit the Udvar-Hazy Center per year.

For FY 2005, the estimate includes a program increase of 10 FTEs and \$1,459,000 for full operations of the Udvar-Hazy Center and exhibit maintenance, an increase of \$557,000 for necessary pay for existing staff funded under this line item, and a decrease of \$4,279,000 for one-time costs to move and install artifacts at the Udvar-Hazy Center.

MEANS AND STRATEGY

NASM's primary activities are aimed at meeting the goal of Increased Public Engagement. During FY 2005, NASM will open the *Air Transportation* gallery and begin planning the next two galleries, *Exploring the Planets* and *Living and Working in Orbit*. Other galleries, including *Apollo to the Moon*, will be evaluated for upgrades. Installation of new artifacts at the Udvar-Hazy Center will continue through FY 2007.

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

In FY 2005, NASM will focus on an integrated website and on-site visitor information feature for the Udvar-Hazy Center. This feature, currently called Flight Plan, will allow visitors to plan their visit on the Web, and to customize and extend their Museum experience—from pre-visit planning, to

on-site Museum tours, to post-visit learning. Visitor services programs will also be expanded at the flagship building and Udvar-Hazy Center. Unique within the Smithsonian Institution system, NASM will offer an integrated visitor information/venue ticketing opportunity for visitors by providing time-ticketing for selected venues. In addition, the bus system supported by the Commonwealth of Virginia will provide transportation between the locations.

As a national facility and regional destination, the Udvar-Hazy Center has a unique opportunity to work with the region and the Commonwealth of Virginia to support educational and cultural programs. Educational programming is divided into three components, each of which addresses a specific educational need that meets regional and national educational program requirements or provides outreach to underserved audiences. School-related programs support school groups visiting the Museum by supplying classroom materials and providing interactive opportunities through Discovery Stations, which have been very successful at the Museum's flagship building on the Mall. An expanded program at the Udvar-Hazy Center will provide visitors with the unique opportunity to Stop, Look, and Discover historical materials, tools, and models related to specific artifacts and themes. National Electronic Outreach focuses on school-based distance learning. These programs will continue to grow, with demands for improvement in both the quality and frequency of programs.

Public Programming includes Family Days, designed to offer enriching educational experiences that enhance the museum visit and commemorate important events in air and space. These events are aimed at educating and inspiring parents to become more involved in cultivating an appreciation in their children of aviation, space exploration, science, and history. Day camps and family workshops reach underserved audiences within the metropolitan Washington DC area. According to audience assessments, the number one element audiences would like to see at the Udvar-Hazy Center is interactive exhibits based on NASM's collections. These might include experiments from the Mall Museum's How Things Fly gallery, a Space Shuttle Training simulator and Mission Control simulator, an interactive Spacelab module, or an aircraft training simulator. The final element of public programming is self-guided tours, which are low cost, easily reproduced and edited handout sheets that allow the targeting of different content to different audiences.

To reach diverse national audiences, NASM has an active loan program of more than 600 aviation and space artifacts and electronic outreach efforts that result in more than 140 million hits on the website each year. In order to make information on the collection available to the public, the Museum intends to migrate collections information to a publicly accessible website. The curatorial databases that have been constructed

contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means.

To achieve Strengthened Scientific Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration with an emphasis on Mars, and curates galleries and public offerings in the space sciences. With the emphasis on Mars as the next potential site with the possibility of extraterrestrial life, researchers are concentrating on studies related to the early Martian environment and are involved in NASA missions to that planet.

To achieve Enhanced Management Excellence, NASM is continuing the development of a single infrastructure to support the flagship building and the Udvar-Hazy Center. NASM will rely on contracted facilities management, information technology, security, bus service, and parking for the Udvar-Hazy Center. The Udvar-Hazy Center will be 30 miles from central Smithsonian support services. To maintain the facility in a cost-effective manner, a contracted workforce that can draw on the necessary short-term specialized maintenance skills will free NASM from maintaining that skill base for a single facility.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (53 FTEs and \$5,298,000)

- Plan the upgrades to *Exploring the Planets* gallery, including draft script and designs
- Provide curatorial input to continuing upgrades of Udvar-Hazy Center exhibits, including at least two small object cases and two exhibit stations
- Install two exhibit kiosks, barriers, and exhibit cases at the Udvar-Hazy Center
- Populate the McDonnell Space Hangar of the Udvar-Hazy Center with outstanding artifacts, effectively interpreted through labels, exhibit stations, and interactive kiosks
- Develop a major new exhibit on the history, technology, and operations of the Space Shuttle and the International Space Station
- Upgrade the *Apollo to the Moon* exhibit with revised graphics and improved information

Expand a national outreach effort (12 FTEs and \$1,013,000)

- Implement three educational programs and scholarly events relating to aviation, space history, and planetary science through

involvement with school systems and in partnerships with outside organizations

- Prepare two new teaching posters, self-guided tour materials, docent-training materials and related Museum-based presentation materials
- Develop an expanded family and underserved audience educational program including family days, camp days, and special summer programs
- Develop an interactive educational program including Discovery Stations at the Udvar-Hazy Center
- Develop a strong distance-learning electronic outreach program through regularly broadcasted programming and webcasting by broadcasting events over the Internet

Improve the stewardship of the national collections (53 FTEs and \$3,998,000)

- Continue collections preparation and move up to 29 major space and 29 major aeronautical artifacts to the Udvar-Hazy Center

Deliver the highest quality visitor services (7 FTE and \$640,000)

- Develop the Flight Plan Web-based interactive concept allowing visitors to plan their visits online before arrival at the Museum

Strengthened Scientific Research

Strengthen capacity in science research (2 FTEs and \$312,000)

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

Conduct focused scientific research programs that are recognized nationally and internationally (6 FTEs and \$670,000)

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

Develop the intellectual component of the collections by performing collections-based studies (23 FTEs and \$2,520,000)

- Collect at least three significant artifacts in space history and undertake their proper conservation, documentation, display, and interpretation
- Provide leadership among science/technology and aerospace museums by spearheading efforts to develop a National Standards

and Collections Strategy and by raising awareness and support through the Mutual Concerns of Air and Space Museums Conference

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (19 FTEs and \$3,916,000)

- To provide state-of-the-art facilities and security support, 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

Modernize the Institution's information technology systems and infrastructure (9 FTEs and \$868,000)

- Provide state-of-the-art information on the collections by adding additional documentation to 30 artifacts and upgrading the collection information system as NASM continues its move to the Udvar-Hazy Center

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net decrease of \$2,263,000 and an increase of 10 FTEs. Included are an increase of \$557,000 for necessary pay for existing staff and a decrease of \$4,279,000 for one-time costs, both of which are justified in the Non-discretionary Costs section of this budget. NASM is seeking a program increase of 10 FTEs and \$1,459,000 to support operations during the first full operational year at the Udvar-Hazy Center at Dulles, and for exhibits upgrades and maintenance. The increases are as follows:

- (+ \$90,000, +1 FTE) Prior experience with a temporary on-staff program evaluator provided immediate visitor feedback on exhibit development, planned programs, and related offerings. Incorporating an in-house program evaluator/program analyst will ensure that visitor reaction is incorporated early into the planning process, reducing overall exhibit and educational development costs.
- (+ \$185,000, +2 FTEs) This request will provide services for a crucial component of the education mission: to support school groups visiting the Museum. The Education Division needs an instructional designer to produce materials for classroom and museum use, and an annual appointment for a teaching fellow who will improve educational materials and provide valuable in-service training to currently-practicing educators. The existing pre-visit materials are mostly out of stock and out of date with current teaching practices. For the Udvar-Hazy Center, new teaching

posters for the classroom will provide background information for the teachers and classroom activities to prepare the students for a good learning experience in the Museum. In addition, new self-guided tour information will provide out of town visitors with a structure and focus for their visit. The instructional designer with professional writing and management experience will work with the teacher fellow and teacher advisors, who have current classroom experience, to develop the much needed instructional materials to support the thousands of students who visit each year.

- (+ \$99,000, + 1 FTE) Surveys have shown visitors want to interact with knowledgeable staff and volunteers. As a flagship building pilot program, the Discovery Stations have been an overwhelming success. A museum program specialist is requested for this expanded program at the Udvar-Hazy Center, which will provide visitors with historical materials, tools, and models related to specific artifacts and themes. A full-time manager will recruit and train volunteers to interact with the public at these hands-on Discovery Stations, which deliver educational content that is interesting, topical, and meets visitors at differing age and academic levels. The stations are wheeled into place and, under the guidance of trained staff, visitors experience what it was like to be an aviator in the 1930s, how it feels to wear a space suit, or how to build a homemade telescope. The manager will work with exhibits to develop an overall look for the stations that will better represent the Museum and attract visitors.
- (+ \$146,000, + 2 FTEs) A program specialist and an education specialist are required to support the development and management of Family Days, hands-on interactive activities for visiting families; day camps and family workshops to reach underserved audiences within the metropolitan DC area; expanded hands-on interactives, including experiments and simulators; and self-guided tours, the easily reproduced handout sheets based on the collections, targeted to different audiences.
- (+ \$889,000, + 4 FTEs) Four information technology specialists are needed to support the Udvar-Hazy interactive kiosks, educational Web broadcasts, and expanded research and public access to collections information. The interactive kiosks will provide unique information on the major artifacts at the Udvar-Hazy Center. Based on NASM's prototype under visitor review in FY 2003, NASM will extend this program to at least 20 major artifacts at the Center. Integrating the Visitor Services concepts into NASM's Web outreach will provide visitors easy access to plan their visits and arrange for tours and tickets in advance of arrival. In addition, the Museum will expand educational outreach via the Web to include curriculum to support the programs. The funds will also provide for design support and tools needed to develop the interactive kiosks.
- (+ \$50,000) To keep pace with new space missions and stay current with the latest discoveries, the three science galleries at NASM must be

upgraded with electronic displays. These displays will allow the Museum to quickly update the information presented in the galleries with the latest images or scientific discoveries. To achieve and sustain excellence in exhibitions and public programming in line with NASM's goals and national standards, exhibits must be constantly maintained and upgraded.

If the FY 2005 request is not allowed, NASM will not be able to fully operate its two locations, the flagship building on the Mall and Udvar-Hazy Center, as planned. Fewer exhibits and education programs in place will mean lower visitation than projected, which will also affect revenues. This in turn will affect the Museum's ability to achieve the objective of providing the public with a broader understanding of the significance of America's role in aviation and space history. Resources may need to be shifted from research in order to move forward with priority needs, which will affect the quality and sustainability of ongoing collaborative research efforts.

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ESTIMATE	275	22,209	16	1,808	99	22,261	37	2,949
FY 2004 ESTIMATE	241	20,434	8	1,554	75	25,757	39	2,870
FY 2005 ESTIMATE	241	21,210	8	1,392	51	11,795	39	2,870

National Museum of American History, Behring Center

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	64	5,458	64	5,666	0	208
Strengthen the high caliber of Smithsonian scholarship in support of public programs	59	4,277	59	4,440	0	163
Develop and bring first-class educational resources to the nation	44	4,090	44	4,246	0	156
Improve the stewardship of the national collections	28	2,352	28	2,441	0	89
Deliver the highest quality visitor services	12	992	12	1,029	0	37
Enhanced Management Excellence:						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative	17	1,673	17	1,737	0	64
Recruit, hire, and retain a diverse workforce and promote equal opportunity	11	925	11	960	0	35
Total	235	19,767	235	20,519	0	752

BACKGROUND AND CONTEXT

The National Museum of American History, Behring Center (NMAH) dedicates its collections and scholarship to inspiring a broader understanding of our nation and its many peoples. It creates learning opportunities, stimulates imaginations, and presents challenging ideas about the country's past. This mission statement serves as a guide to NMAH staff as they develop public programs, open new and update existing exhibitions, conduct research, and enrich the collections.

To achieve the Institution's goal of Increased Public Engagement, NMAH is presenting a wide range of compelling, innovative exhibitions both on site and through traveling exhibitions in partnership with the Smithsonian Institution Traveling Exhibition Service (SITES); developing and refining affiliations and seeking strategic collaborations to bring NMAH scholarship, collections, and programs to a national audience; continuing to develop public programs specifically to attract new and under-served audiences; and renovating the public spaces of the Museum in accordance with the recommendations of the FY 2002 Blue Ribbon Commission regarding visitor experiences, orientation, and outreach.

For FY 2005, the estimate includes an increase for \$752,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, NMAH will present a wide range of compelling, first class exhibitions and exhibition-related programs during FY 2005, including *Price of Freedom*, a permanent 18,000-square-foot exhibition opening in November 2004, that replaces the existing Armed Forces History Hall. The exhibition uses multimedia technology and historical artifacts to present the story of the price the nation has paid to maintain its freedom. The 50th anniversary of the Salk polio vaccine and its role in eliminating a debilitating disease will be presented in the temporary exhibition *Polio*. Public engagement with exhibition-related programs continues with specific programs associated with exhibitions such as *America On The Move*, a 26,000-square-foot transportation exhibit; *Bon Appetit: Julia Child's Kitchen at the Smithsonian*, the famous chef's kitchen collected by the Museum in 2001 and reconstructed in the Museum's galleries; and the 50th anniversary exhibition on the *Brown v. Board of Education* decision and its impact. In partnership with SITES, popular exhibitions such as *September 11*, *First Ladies* and the *The American Presidency* start and/or continue their tours throughout the country.

The Museum will continue to present programs to attract new and underserved audiences. These will include performances during Hispanic Heritage Month and Asian Pacific American Month, programs in African American culture, and music programs and concerts performed by the Smithsonian's Jazz Masterworks Orchestra and the Smithsonian's Chamber Music Society. A wide variety of educational programming and products, from curriculum materials and electronic fieldtrips to interactive Web experiences and Hands On History activities, will complement the upcoming *Price of Freedom* exhibition and will be made available to visitors, schools, and audiences around the country. Our award-winning website, recently redesigned, will continue to be an attraction to electronic visitors as we launch sites for the *Price of Freedom* permanent exhibition as well as the continued launching of sites associated with specific collections.

The NMAH Public Spaces Renewal Program, the objective of which is to modernize exhibitions and improve visitors' experience and orientation, will include behind-the-scenes research, design, conservation, and planning for the reinstallation of the Star-Spangled Banner in Flag Hall and the development of a 20,000-square-foot milestone introductory exhibition on American history. The renovation program will modernize and upgrade fire detection and alarm systems, improve life safety and fire protection systems, improve elevator and escalator service, relocate and upgrade public restroom facilities, and continue the planning and design of the South entrance pavilion.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (64 FTEs and \$5,666,000)

- Open *Price of Freedom* permanent exhibition
- Open temporary exhibitions on racing cars and polio
- Complete design and begin demolition and construction for the permanent American history introductory exhibition *America's Stories*
- Oversee work on demolition of Flag Hall in preparation for the reinstallation of the Star-Spangled Banner

Strengthen the high caliber of Smithsonian scholarship in support of public programs (59 FTE's and \$4,440,000)

- Complete research on two permanent and two temporary exhibitions
- Complete research on six public programs

- Establish websites for all major exhibitions opening in FY 2005, to include websites for *Price of Freedom*, *America's Story*, and the *Star Spangled Banner* exhibitions
- Establish websites on two museum collections

Develop and bring first-class educational resources to the nation (44 FTEs and \$4,246,000)

- Complete all educational research, exhibit concept, and design development for the exhibition *Price of Freedom*
- Complete initial educational research, exhibit concept, and design development for the exhibition *American Stories*
- Execute plans for Latino Programming during Hispanic Heritage Month by developing and presenting Latino films, documentaries, and sponsoring speeches by influential Latino leaders
- Hold continuing programs for Black History Month to include the Annual Jazz Appreciation Month, the Duke Ellington Youth Festival, and the annual Martin Luther King, Jr., commemoration
- Present films that explore the Asian Pacific American experience in America, including Chinatown Files and Journey of Honor sponsored by the Asian Pacific American Initiatives Committee

Improve the stewardship of the national collections (28 FTEs and \$2,441,000)

- Migrate 45,000 legacy data records and digitize a minimum of 6,000 additional object images and load the records and images into the Museum's collections information system

Deliver the highest quality visitor services (12 FTE's and \$1,029,000)

- Continue implementation of the Public Spaces Renovation Program with Facilities Capital funding, to improve interior space, renovate restrooms, elevators, and escalators, and enhance the quality of visitors' experiences

Enhanced Management Excellence

Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative (17 FTE's and \$1,737,000)

- Review and analyze the results of the restructuring of the collections and research staff and identify and implement any changes
- Review and analyze the results of the organizational restructuring of the outreach programs of the Museum and identify and implement any changes

Recruit, hire and retain a diverse workforce and promote equal opportunity (11 FTE's and \$960,000)

- Complete two recruiting trips to minority colleges and universities

- Advertise 80% of staff positions above the grade of GS-13 in media that will normally guarantee a widely diverse population of candidates
- Continue diversity training programs and ensure that 100% of staff members attend

National Postal Museum

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	113	1	115	0	2
Expand a national outreach effort	1	112	1	114	0	2
Improve the stewardship of the national collections	4	349	4	369	0	20
Deliver the highest quality visitor services	0	55	0	55	0	0
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	0	38	0	38	0	0
Total	6	667	6	691	0	24

BACKGROUND AND CONTEXT

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

To achieve the Institution's goal of Increased Public Engagement, NPM is focusing its resources on installing new philatelic and history exhibits, fostering improved affiliations with the philatelic community, and providing Web access to the national philatelic collection. Additional resources will be directed to maintaining NPM's information technology systems and infrastructure requirements to meet the goal of Enhanced Management Excellence. While specific annual goals have been identified for each performance objective, the accomplishment of these goals will require the use of non-federal resources made available to the Museum.

The FY 2005 budget estimate includes an increase of \$24,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NPM is directing its resources toward initiatives that will increase visitation to both the Museum and its website. In FY 2005, NPM will install two temporary philatelic exhibits to attract collectors and philatelists to the Museum. NPM's featured history exhibits will include a permanent airmail exhibit and the beginning design phase for the Postal Automation Theatre, which will provide visitors with a broader understanding of the history of postal automation and explore the reality of moving the mail. New history exhibits will allow the museum to reach new and diverse audiences by offering a window on American history with a personal view. Since visitors have the opportunity to personalize their experience through interactive kiosks and displays, NPM will maintain exhibition hardware to ensure that all technology-based exhibitions—such as *What's In The Mail For You?*—remain operational and available for public use.

In FY 2005, NPM will debut eMuseum providing Web access to the national philatelic collection. The online collections information system is expected to increase the number of visitors to the Museum's website by providing high-resolution images and comprehensive information on the national collection. Due to a generous gift, eMuseum will also become a featured program in the Ford Education Center scheduled to open in FY 2004. With the implementation of eMuseum, NPM is dedicated to increasing the number of collections records and digital images added to its state-of-the-art collections management systems.

In FY 2005, NPM will continue to build and improve its working relationships with the philatelic community through information sharing and special collaborations. Through its affiliations and improved relations, NPM can further promote the Museum and its programs to a wide and diverse audience.

In FY 2005, NPM will create a survey program to assess the quality of visitors' experience. NPM will dedicate resources to survey programs that focus on increasing the number of visitors and monitoring the quality of exhibitions and programs provided to the public.

The goal of Enhanced Management Excellence will be accomplished by modernizing NPM's information technology systems and infrastructure. NPM

will replace and maintain network hardware and related computer systems that support both the administrative and programmatic needs of the Museum.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$115,000)

- Install two temporary philatelic exhibits in the Philatelic Gallery to attract collectors and philatelists to the Museum
- Install a new permanent airmail exhibit to attract new audiences outside of the normal stamp enthusiasts by appealing to different interests, such as history and aviation
- Begin design phase of permanent Postal Automation Theatre to provide visitors with a broader understanding of the story of postal automation and present new perspectives on the way America moves the mail
- Replace exhibition hardware and related interactives to ensure that all technology-based exhibitions remain operational

Expand a national outreach effort (1 FTE and \$114,000)

- Continue to build and improve affiliations with the philatelic community through information sharing and collaborations to promote the Museum and its programs to a wider and more diverse audience
- Increase visitor traffic and website hits by 10 percent, offering the best of philately and research to enthusiasts worldwide
- Debut eMuseum, an online collections information system, providing the general public Web access to the national philatelic collection

Improve the stewardship of the national collections (4 FTEs and \$369,000)

- Acquire 250 stamp issues missing from the national collection to serve the needs of scholars, philatelists, and collectors
- Add 5,000 collection records to The Museum System (TMS) annually to document recent acquisitions and to make more of the collection available
- Create 5,000 high resolution digital images annually to make more of the collection available
- Create 2,000 enhanced records and images for the initial phase of eMuseum to increase visitor Web access and attract new and diverse audiences

Deliver the highest quality visitor services (0 FTEs and \$55,000)

- Create a survey program to assess the quality of the visitor experience to ensure that the Museum is offering programs and exhibitions that are of interest to the public

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (0 FTEs and \$38,000)

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

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 2003 ESTIMATE	313	33,397	7	4,726	9	1,805	0	19
FY 2004 ESTIMATE	360	38,610	4	4,301	11	11,840	0	0
FY 2005 ESTIMATE	383	34,828	4	383	11	1,837	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	48	5,530	54	5,846	6	316
Expand a national outreach effort	49	6,320	54	5,809	5	-511
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	747	8	1,042	0	295
Develop and bring first-class educational resources to the nation	53	4,112	74	5,683	21	1,571
Improve the stewardship of the national collections	112	8,000	87	6,559	-25	-1,441
Deliver the highest quality visitor services	6	623	12	834	6	211
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	29	2,833	34	3,163	5	330
Modernize the Institution's information technology systems and infrastructure	17	3,877	22	3,218	5	-659
Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative	5	316	5	316	0	0
Execute an aggressive, long-range Smithsonian facilities program	18	4,992	18	1,235	0	-3,757
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	15	1,260	15	1,123	0	-137
Total	360	38,610	383	34,828	23	-3,782

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support six community-curated gallery rotations each year in the three core exhibits and to present contemporary works of art to the public in a fourth gallery in the new Mall Museum. These exhibits, along with significant educational and public programming, will attract an anticipated 4-6 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia will not only ensure a meaningful visitor experience but will aid in the control of crowd flow. Web-based content based on these programs will reach distant virtual visitors to the Museum who may not actually be able to be on site on the East Coast, but can avail themselves of technology and written materials. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voice of Native peoples to educate and inform the public while countering widespread stereotypes.

For FY 2005, the estimate includes a program increase of 23 FTEs and \$2,396,000; a redirection of collection move resources of 27 FTEs and \$2,536,000 to Mall Museum operations; an increase of \$665,000 for necessary pay for existing staff funded under this line item; and a decrease of \$6,843,000 for one-time costs associated with the opening of the Mall Museum. Included in the Facilities Operations and Facilities Maintenance line items is an increase of 45 FTEs and \$2,479,000 for central support of the Mall Museum in the areas of facilities maintenance (5 FTEs and \$412,000); custodial, horticultural, and safety requirements (8 FTEs and 547,000); and security (32 FTEs and \$1,520,000).

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAI is directing its resources to 1) activities that will result in increased visitation to the Mall Museum, the Cultural Resource Center in Suitland, MD, and the George Gustave Heye Center (GGHC) in New York, which will celebrate its tenth anniversary in 2004; 2) public programming that will encompass the indigenous peoples of the hemisphere (as mandated in the NMAI legislation) and will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes and organizations, through technology, internships, seminars, and symposia.

Outreach efforts will continue to bring the Museum and its resources to audiences through media such as the radio and the Web, and innovative outreach and training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. A Film and Video Center will present the variety and excellence of Native productions.

In education, funding will allow for planning and development of programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. Print, audio, and electronic materials will be produced to reach an audience of more than four million visitors, and inform those who are unable to visit. The Resource Center will provide daily information about Native peoples of the western hemisphere, including Hawaii, providing opportunities to correct stereotyping. A variety of tribal educational resources, including curricula, will be made available to local teachers. Native boat building will be demonstrated and exhibited in the Potomac area, along with a variety of other activities.

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, including through the Web, printed materials and collaborative activities with other groups and organizations. An example is the agreement with Scholastic Magazine, which will reach teachers in the classrooms throughout the U.S.

All projections for NMAI's attendance have forecast extremely high visitation relative to the size of the building. Beyond the 50,000 square feet of public galleries, NMAI will program a theatre, the 10,196 square foot Potomac Center, a 5,726 square foot Resource Center, outdoor performance areas (in season), and numerous educational classrooms and presentation areas. NMAI staff will be used to oversee visitor pass systems, group and school tour programs, and management of volunteers, and to direct presentations in galleries and all public space and program areas to assure maximum use of all the educational resources of the building.

The goal of Enhanced Management Excellence will be addressed by most efficiently and economically designating resources to further meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing the collection through acquisition of contemporary works. FY 2005 represents a significant period in the development and presentation of exhibits, public programming, and collection support. It will be a period of infrastructure development in support of full capacity NMAI

operations at its three locations, and outreach activities to expand to audiences beyond these locations. Support for management activities such as human resources, budget, and procurement, as well as technology systems for the wide range of work underway to support the Museum's programs, will be implemented at all locations.

The goal of Greater Financial Strength will be addressed by enhancing the private base of support for the Museum and its operations. For the first time, NMAI will be in a position to cultivate donors and raise money for endowments and special programs as a priority. Up until 2004, the Museum was required to devote primary time and attention to the raising of private funding for major construction projects. Now this focus will change since these significant goals have been met. NMAI will intensify efforts to cultivate donors from the private sector including foundations, companies, individuals, and Native American tribes (which have been very generous in the past). It is anticipated that these efforts will address acquisition needs, endowment development, special programming, and training efforts.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (54 FTEs and \$5,848,000)

- Support six community-curated gallery rotations in the three core exhibits in the Mall Museum, and implement a dynamic inter-departmental exhibit development plan to hold and attract new visitors to the Smithsonian
- Use the Museum's collections to produce a variety of print products (posters and calendars) for sale and distribution to the Museum visitor and the general public to enhance the appeal of the exhibitions
- Complete production and printing of the publication to accompany the *Northwest Coast* exhibit at GGHC
- Organize the Native American Film and Video Festival, showcasing approximately 70 works introduced by filmmakers and community members, in order to gain higher visibility for NMAI with teachers, students, and scholars, and identify NMAI as a direct link to Native film and video makers

Expand a national outreach effort (54 FTEs and \$5,809,000)

- Organize a Native Networks workshop to network NMAI film and video activities with Native media organizations and producers to serve 20 Native and media organizations from North, Central, and South America, and approximately 10 non-profit US media organizations

- Expand the use of the bilingual Native Networks Website to bring NMAI film and video information to the nation and the world (in English and Spanish)
- Develop a traveling Native Film Festival to be viewed in Native and non-Native communities
- Expand Fourth Museum outreach to two new Native communities in Latin America, specifically through participation in the Native Arts Program via visiting arts scholars
- Expand electronic initiatives through innovative educational Internet programming to reach 2–3 underserved and isolated Native communities throughout the Americas
- Continue to develop and administer a community services program plan and involve 10–15 new communities in program activities
- Present educational information in schools across the country for grades 4–8 via collaboration with *Scholastic Magazine*

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

- Develop three non-commercial publications in FY 2005 to support the activities of Museum departments (Public Programs, Cultural Resources, Community Services) and promote outreach to the general public by augmenting awareness of Native American life
- Develop strategies to increase access to NMAI publications by offering alternatives to the traditional printed material, including access through the Web and print-on-demand
- Ensure quality and importance of research in support of the 2005 Film Festival through internal and external peer review

Develop and bring first-class educational resources to the nation (74 FTEs and \$5,683,000)

- Provide diversified and ongoing publications and living arts programs, including 182 annual theatrical performances; 36 cultural activities per year; 364 interpretive gallery programs per year; and 2 major symposia annually
- Increase participation of underrepresented indigenous communities in NMAI programming and activities by entering into collaborative efforts with Indian Colleges and Universities, professional publications, and through developing curriculum materials for classroom use
- Continue to provide daily information services about NMAI and Native peoples to the public and tribal communities using technology-based capacity at the Resource Centers
- Extend Mall and Heye Center educational products and public programming to national audiences through Smithsonian affiliates and other venues such as community-based activities

- Extend Resource Centers and Educational Programs to national audiences through video-conferencing and webcasting
- Improve the stewardship of the national collections (87 FTEs and \$6,559,000)***
- Maintain excellent cold and cool storage facilities in Washington and New York for NMAI media collections and documentation of programs
 - Replace/update Registration Collection Information System database
 - Digitize 5,000 historical archival images
 - Provide acid-free housing and new storage cabinets for 3,500 works of art on paper; and increase accessibility by digitizing collection for more easy viewing
 - Enforce comprehensive pest management controls to identify captured pests in the collections and take steps to decrease recurrences of infestation

Deliver the highest quality visitor services (12 FTEs and \$834,000)

- Implement new systems for visitor passes, guidance, information, and services at the Mall Museum for anticipated visitation of 4–6 million
- Develop and maintain a visitor group tracking system to help identify school, family, and community groups
- Produce and provide print pieces to enhance the visitor’s experience with general information about the Museum, its exhibitions, programs, and other services. Make these resources available in alternate formats, including Braille and Web access

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (34 FTEs and \$3,163,000)

- Respond to all internal, OMB, Congressional, and other budgetary requirements accurately and on time
- Meet all NMAI and Smithsonian needs for procurement/travel management and reporting, including support for a Mall Museum at full operational levels

Modernize the Institution’s information technology systems and functions (22 FTEs and \$3,218,000)

- Provide secure, reliable, and efficient technological systems meeting federal standards, with less than 1% downtime
- Replace the Storage Area Network at the Cultural Resources Center and expand staff access to digital media by 50%
- Finalize the migration of data contained in an internally-developed system for tracking registration information to a new commercially-

developed collection information system, test the new system, and release the system for use to 30% more staff

- Train staff and increase by 30% use of various information systems
- Acquire a webcasting server to support distance learning and outreach activities
- Increase electronic newsletter subscriptions to 250,000 subscribers from a previous base of 25,000 members
- Provide an online Web-based electronic ordering capability for NMAI media resources through participation in OCIO's Digital Repository effort

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (5 FTEs and \$316,000)

- Continue to manage an active, supportive, and responsive human resources operation within NMAI to achieve the following: provide an Individual Development Plan for all employees; institute a training budget at a level that is 1% of NMAI's salary allocation; provide performance plans to all applicable staff; ensure all supervisors conduct at least one mid-year review; increase the percentage of Native American hires to 30%; and fill 90% of vacancies

Execute an aggressive, long-range Smithsonian facilities program (18 FTEs and \$1,235,000)

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

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (15 FTEs and \$1,123,000)

- Raise between \$8–12 million for education, endowment, events, and programs for the Mall Museum and GGHC from all NMAI constituencies including tribes, individuals, corporations, and foundations
- Grow the individual membership base from 55,000 to 65,000 members, and increase the dollar amount from \$2,800,000 to \$4,100,000 by the end of calendar year 2005
- Grow the NMAI Corporate Membership Program by 18–25 members from a current base of 15 members, and increase the membership level from \$120,000 to \$200,000
- Raise \$500,000 to match a Ford Foundation Challenge Grant
- Develop a strategic plan to determine future funding needs and resources for NMAI

FY 2005 REQUEST — EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of 23 FTEs and \$2,396,000 and a redirection of move resources of 27 FTEs and \$2,536,000 to support the first full operational year at the Mall Museum. As in previous years, these resources are requested to remain available until expended. Included are an increase of \$665,000 for necessary pay and a decrease of \$6,843,000 for one-time costs, both of which are justified in the Non-discretionary Costs section of this budget. The requested increase and redirection of resources together total 50 FTEs and \$4,932,000. These resources will be directed to the following:

- (+ \$976,000, + 6 FTEs) This increase includes \$376,000 to support four exhibit specialists, one media assistant and one exhibit designer, and \$600,000 to support day-to-day operations and to rotate the community-curated sections in the three core galleries of the Mall Museum. The exhibits must be rotated to allow a greater diversity and representation of Native peoples.
- (+ \$1,982,000, + 26 FTEs) These resources will support the planning, development, and implementation of interconnected educational and cultural programs, activities, and resources that NMAI will share with on-site visitors and constituents across the country and around the world.

A Film and Video Center will offer online information services and databases about Native film and video media to scholars, teachers, Native community members, and the general public. The Center also will provide special workshops and information services to Native media makers and Native organizations throughout the Western Hemisphere and Hawaii. The Center will program media viewing/listening stations for the Resource Center, supervise the audiovisual technical support for the Public Programs Department's events and documentation projects, support Native American film and video scholarly research, and expand community outreach through off-site programs, including new Internet development and live radio broadcasting from the Mall Museum and the GGHC. Three FTEs, an assistant manager, program assistant and a Native film specialist, and \$249,000 are requested for the Center.

Cultural Arts programs will provide visitors with the opportunity to experience the living arts, lives, and concerns of the indigenous peoples of the Western Hemisphere through performances, demonstrations, workshops, and spoken word programs. Programs for communities outside of the DC area will be planned, as well as conferences and symposia that will include electronic links for distance-learning opportunities with Native American colleges and other community organizations and tribes. Special festivals for families will be organized

and implemented around Native American values related to ecology, people, history, and tradition. Required resources include \$263,000 and 4 FTEs, two specialists to develop family and tribal programs, and two coordinators to manage programs and participants. This staff will work closely with Publications, Education, Community Services, and other NMAI units to provide a complete and coordinated series of public programs, special events, festivals, and collaborative programs. Staff will perform fieldwork and planning for the Folklife Festival and additional large-scale events that will serve visitors during the times of heaviest visitation—spring and summer.

Educational programs will offer first-hand learning opportunities to diverse public audiences through participatory activities and demonstrations, gallery programs, classes and workshops, and interpretive materials. Twelve FTEs and \$782,000 are required to support educational programs at the Mall Museum. Native American Cultural Interpreters will lead interpretive gallery programs on a daily basis in the Mall Museum for school groups and museum visitors. To carry out these services seven days a week, an interpretive gallery program coordinator, a lead interpreter, four interpreters, and an administrative assistant are required. A reservations secretary will be needed to handle school and non-school group reservations for Mall programs and exhibits.

Theatrical programs produced by NMAI will be presented in the 1st floor theater of the Mall Museum. Two productions will be commissioned each year. These educational programs will run daily in the spring and fall. An interpretive theater administrative assistant will be needed to support this operation.

The Potomac Center will be a hub of educational and demonstration activity at NMAI. The Potomac Center will open with a Native boat building exhibit and demonstration program. Music, dance, storytelling, lectures, craft demonstrations and other cultural activities relating to boats, boat building and navigation will be presented in spaces throughout the Museum three days per month. An administrative assistant will be needed to carry out the administrative functions of the Potomac Center.

Native American guest instructors will teach hands-on classes and workshops for individuals and families. A lectures coordinator and an oral history specialist will be needed to plan and oversee symposia, classes, and workshops held in Washington DC and in other parts of the country for scholars, colleges and universities, teachers, students, and the general public.

Funding in the amount of 2 FTEs and \$152,000 is also requested for Fourth Museum outreach to native communities in Latin America for expansion of electronic programming to underserved and isolated Native communities throughout the Americas. In addition, funds will provide participation in programs and activities connected with community development components of Mall exhibitions to allow direct interaction between visitors and cultural representatives, enhancing the visitor experience.

Funding of \$348,000 and 5 FTEs is required for the Resource Center to purchase site licenses for commercial Native American databases and to provide database training. These databases will be made available to Native Americans through the thirty-three tribal colleges, tribal libraries and tribal governments and organizations. In addition, the Resource Center will provide a daily online reference service to 8,000 visitors per day about Native Peoples of the Western Hemisphere including Hawaii, and NMAI daily activities. Two cultural information specialists and three cultural specialists will be needed to carry out the ongoing functions of the Resource Center.

Support in the amount of \$188,000 will be essential to support and maintain the demands for Museum printed matter and press materials which will include; brochures, press packets, printed press releases, public service announcements, clippings, film, press tags, posters, media database, media website, collateral (graphic) identity across all media, media monitoring, and a daily calendar of events.

- (+ \$582,000, + 6 FTEs) The requested funds include \$252,000 for staff and \$330,000 for programmatic increases for Visitors Services. NMAI will experience peak-capacity and over-capacity crowds during most of the year. The Museum is expecting approximately 12,000 people per day. In order to manage crowd flow and get as many visitors as possible into the building, NMAI plans to control crowds with advance passes, same-day passes, and crowd-management assistants inside and at the entry plaza of the building. The requested staff will take tickets at the entrances to the Museum and guide visitors to all areas of the building. This service will also ensure that visitors will have staff available to answer questions about the Museum and its activities. Five floor-staff ticket positions and one floor-staff groups position will be needed to carry out these functions to sustain a seven-day-a-week operation.
- (+ \$180,000, + 2 FTEs) The requested funding is for two assistant archivists (one media and one photo) who will be responsible for the migration and integration of existing databases into the media access management database. They will conduct extensive ongoing historical

research into provenance, intellectual copyright issues, and cultural property rights issues. Judicious evaluation of accessioned archival media is critical to the reliability of the archived collection.

- (+ \$320,000, + 5 FTEs) These resources will support the full range of management activities involved with the Mall Museum at full operational levels. Two procurement/travel specialists will keep pace with a growing demand for travel and purchases associated with the Museum opening and ongoing activities and maintenance of records for audit purposes. A budget analyst will ensure that the financial requirements of the Museum and its staff are maintained and that budget requests are prepared on a timely and accurate basis. A personnel technical support person will ensure that the increased staff at NMAI are supported from a human resources perspective. A mail clerk will ensure that all mailroom functions are handled efficiently.
- (+ \$892,000, + 5 FTEs) The requested technology resources will enable NMAI to replace its Storage Area Network (SAN) with new equipment. NMAI's SAN provides much needed storage space for digital media collections including digital photo archives, some 600,000 images of collections objects, scans of NMAI's original catalogue cards, digital audio interviews for radio programming, and digital film and video resources generated by NMAI events. The SAN provides NMAI with the ability to reuse media resources for multiple purposes and will save time, effort, and financial resources. Of the requested amount, one-time funds of \$412,000 are required for the purchase of SAN equipment.

Also requested is \$60,000 in one-time funds for a webcasting server to support distance learning and electronic outreach initiatives to classrooms, community centers, and public audiences. Funding is also required for five FTEs (\$420,000) to provide technology guidance and professional support for all computer applications used by NMAI staff. The Inspector General recommended that NMAI strengthen technology management through its Information and Technology Resources unit.

If the FY 2005 request is not allowed, NMAI will not have sufficient staff and financial support to continue the opening programmatic offerings, exhibits, and management infrastructure outlined in its mission statement and to meet the expectations of both NMAI's constituency and its visitors for the new Museum. Federal support requested for FY 2005 is the level that has been determined necessary to maintain and operate the Mall Museum after its opening in September 2004, as envisioned in the original legislation and the mission of the Museum.

The area of public programs is not only an inherent part of NMAI's education, outreach, and exhibits supplementation, but is also an integral

part of its plans to manage the vast numbers of visitors who will need to be accommodated within the space constraints of the building itself. NMAI anticipates that an additional 1.5 million visitors annually can be afforded a worthwhile museum experience through the prudent utilization of public programming to supplement the exhibit offerings. Exhibits support is essential to maintaining the three major galleries and the changing gallery (devoted to contemporary art) and to implementing a rotation of community-curated exhibits as a key part of the commitment to include as many of the indigenous cultures of this hemisphere as possible in exhibit offerings and education programs. This effort will increase the Museum's impact through the sharing of its resources in the most expansive manner possible through the use of exhibits, education programs on site, and through collaborative efforts reaching teachers, the wide use of technology to provide "visitation" to the exhibits without being on site, and outreach to Native communities through training opportunities. Without these increases, these much needed and anticipated services would not be available either to meet public demand or to meet the responsibility for safeguarding the priceless artifacts entrusted to the Museum.

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 2003 ESTIMATE	79	5,595	3	918	7	3,121	0	0
FY 2004 ESTIMATE	64	4,986	3	906	17	11,714	0	0
FY 2005 ESTIMATE	73	8,244	3	944	6	10,795	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other programs	21	1,690	26	3,657	5	1,967
Expand a national outreach effort	4	355	5	545	1	190
Strengthen the high caliber of Smithsonian scholarship in support of public programs	7	579	7	752	0	173
Develop and bring first-class educational resources to the nation	7	446	7	663	0	217
Improve the stewardship of the national collections	11	660	12	1,069	1	409
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	13	1,013	14	1,217	1	204
Modernize the Institution's information technology systems and infrastructure	1	243	2	341	1	98
Total	64	4,986	73	8,244	9	3,258

BACKGROUND AND CONTEXT

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

of the people of the United States and the artists who created such portraiture.

Congress established NPG to be the pinnacle of national recognition and the Gallery will continue to ensure that its collections are available to the American public while the Patent Office Building (POB) is closed for renovation. Definitive plans will be made for components of the visitor experience that will include new interpretative exhibitions, performances, publications, and electronic strategies when the Portrait Gallery reopens in the building on July 4, 2006. In addition, the museum's collections, programs, and research base will be expanded to be inclusive of underrepresented Americans.

For FY 2005, the estimate includes an increase of 9 FTEs and \$3,258,000. This amount includes an increase of 9 FTEs and \$1,085,000 for salaries and benefits, a one-time increase of \$2,000,000, and \$173,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

A major FY 2005 effort will be to finalize collection installation plans for the reopening of the museum in the Patent Office Building in 2006. An additional 15 percent of the museum's collections will be on view as a result of the renovation. NPG will use new ideas and methods to connect innovative programs with marketing and strategic vision. Significant decisions on layout, exhibitions, furnishings, electronic elements, and printed materials will be made, and construction and fabrication of exhibition display components will begin. NPG will conduct audience and customer surveys to develop new interpretive strategies for programs to enhance the visitor's experience.

Three traveling exhibitions will complete their national tours in FY 2005: *American Women, A Selection from the National Portrait Gallery*, composed of images of 60 prominent women from the permanent collection; *Portraits of the Presidents from the National Portrait Gallery*, composed of portraits of all United States Presidents; and *Women of Our Time: Twentieth-Century Photographs*, focusing on women of achievement during the last century. As part of an international, multi-museum curatorial effort, NPG will participate in the creation and tour of a fourth traveling exhibition, *The One and Many Faces of Latin America: 2000 Years of Portraiture*.

NPG will conclude the nationwide tour of the iconic Lansdowne portrait of George Washington with a major retrospective of the work of the portrait's artist, Gilbert Stuart. The *Stuart* exhibition is co-organized with the

Metropolitan Museum of Art in New York and will open there in October 2004, and be shown in Washington DC at the National Gallery of Art the following spring. Stuart is the most successful and resourceful portraitist of America's early national period.

The fourth annual Peck Presidential Awards for Service to a President and Portrayal of a President will be announced in late autumn 2004. The winners will participate in a session designed as an educational forum to further the understanding of the presidency for high school students. A nationwide portrait competition allowing artists—both known and unknown—to submit their works will be held in FY 2005. A portrait commission and a cash award will be bestowed on the winner in FY 2006 when an exhibition of selected portraits will be shown to coincide with the return of the Portrait Gallery to the Patent Office Building.

Staff will research, write, and develop publications to accompany exhibitions and programs, including those planned for the POB reopening. NPG will continue to lend collection objects to museums throughout the country and the world, and will continue to serve as an active participant in the Smithsonian's Affiliations Program. Press mailings and events will be planned to accompany openings of exhibitions and public programs. NPG will continue to develop a broad range of regional and national educational programs for school and community audiences. These programs will be designed for varied ages using such media as literature-based arts activities, musical performances, plays, historical actors, touch-screen interactives, and workshops for teachers and museum professionals.

Plans for a permanent home for 80 percent of the collections currently in temporary storage that will not return to the Patent Office Building will be established in FY 2005. Over 2,000 research records will be added to the Gallery's Collections Information System and work will continue to enhance collections data and images. The Gallery will continue its significant contribution to the visual history of our nation through the distribution of photographic and digital images from its collection for use in books, videos, CDs, and other media. The Gallery's award-winning website will continue to present innovative programs to increase the number of visitors and enhance their experience. New Web exhibitions and educational outreach programs that feature historical events and ethnic diversity will be added.

NPG will ensure that its computing infrastructure meets Institution-wide standards and staff is trained to use Smithsonian systems effectively.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (26 FTEs and \$3,657,000)

- Present a major loan exhibition on Latin American portraiture at the International Gallery to encourage a more diverse audience (50,000 visitors anticipated)
- Present a major retrospective of Gilbert Stuart's work in cooperation with two other museums to display the artist's works and educate the public about one of America's most successful portrait artists (100,000 visitors anticipated)
- Design five education programs for 200 presentations to schools and community organizations
- Finalize 100% of installation design of galleries in the POB with particular emphasis on new strategies for exhibiting the permanent collection to increase audience attendance
- Develop, refine, and shape content for audio tour highlights of the permanent collection to ensure readiness for the POB reopening
- Construct and fabricate essential display components for reinstallation of 700 objects and 5 special exhibitions in the POB, including over 100 pedestals and cases, brackets and armatures, and nearly 1,000 labels and text panels
- Collaborate on the pan-Smithsonian exhibition *At First Sight: Photography and the Smithsonian*, slated to open in Washington and travel to multiple venues in FY 2005, to highlight NPG's photography collection to the public

Expand a national outreach effort (5 FTEs and \$545,000)

- Launch NPG's first nationwide portrait competition and plan for a related exhibition and accompanying education programs for school and community audiences to increase innovation and engagement in portraiture and encourage public participation in the arts
- Award two Peck Presidential Medals and present two Town Hall sessions to promote the understanding of the Presidency among high school students
- Publish four issues of *Profile*, the Gallery's publication, to increase national public awareness of NPG programs and research
- Bring more educational programs, NPG collections, and research resources to the public and to a more diverse audience by increasing the number and diversity of programs, records, and images on the NPG website by 2,150
- Increase the number of NPG website visits by 500,000 and the number of queries to the website collections and research database by 5,000

Strengthen the high caliber of Smithsonian scholarship in support of public programs (7 FTEs and \$752,000)

- Work with publisher on galleys and proofs for Volume 6 of *The Selected Papers of Charles Willson Peale and His Family* for publication and begin research for Volume 7 in order to share research with the public
- Research, write, and edit material for 1,000 collection objects to be exhibited in reopened museum to ensure readiness for the POB reopening
- Publish a major publication on Gilbert Stuart in connection with the *Stuart* exhibition in order to have a permanent record of the exhibition and the preparatory research for the public
- Plan for publication of two books, two brochures, and other items for the 2006 reopening of the POB

Develop and bring first-class educational resources to the nation (7 FTEs and \$663,000)

- Improve the quality of impact on website audiences by developing two online education components to accompany special exhibitions
- To modernize display components, develop new ways to present public programs by incorporating interactive elements into two exhibitions planned in the POB

Improve the stewardship of the national collections (12 FTEs and \$1,069,000)

- To ensure adherence to current museum practices, complete an inventory to track the collection and update 600 object records
- Acquire portraits of significant Americans when available—particularly from underrepresented populations—to diversify the collection
- Begin to move approximately 700 objects in the permanent collection back into the POB to prepare for the reopening
- Complete conservation of 200 objects to be restored/matted/framed for public view in the POB
- In order to maintain a state-of-the-art and up-to-date Collections Information System, implement one upgrade and add 2,200 records and images that include NPG and Catalog of American Portraits objects

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (14 FTEs and \$1,217,000)

- Collect and report on audience/customer data for all NPG programs and products, and introduce marketing planning, implementation, and controls to use as a base for planning the reopening of the POB

- Improve the management of NPG through increased staff communications, training, and reorganizations as appropriate
Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$341,000)
- Replace NPG computers in a timely manner in accordance with the Smithsonian's goal of modernized management systems

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$3,258,000 and 9 FTEs. Included is an increase of \$173,000 for necessary pay for existing staff. The Institution is seeking a permanent program increase of 9 FTEs and \$1,085,000 for salaries and benefits and a one-time increase of \$2,000,000 requested as no-year funds to implement, maintain, and update programs/activities necessary for the reopening of the Patent Office Building. The increases are as follows:

- (+ \$1,085,000, + 9 FTEs) This permanent increase is for salaries, benefits, and other costs associated with reopening the Patent Office Building and providing continual support for an enhanced level of programming. The positions of web development assistant, design and production office manager, assistant designer, graphics designer assistant, lighting designer, cabinet maker, art handler, administrative assistant, and computer technician are all vital to an enhanced level of exposure and activity in the Museum, which is at the core of the renovation effort. Increased funds and contractual staff are also needed to resolve the complications of moving and conserving collections objects now at off-site facilities but being prepared for display in the renovated POB.
- (+ \$2,000,000) This temporary increase is for no-year funds to provide the most effective and efficient means of phasing NPG requirements to coincide with the POB renovation progress. These funds will cover one-time expenses for temporary staff, contractual services, materials, and equipment to design and install galleries, produce audiovisual components for programs, provide electronic orientation interactives for the public, produce electronic and printed materials to advertise programs to the widest possible audience, purchase furnishings for the galleries, and train staff in new programs.

If the FY 2005 request is not allowed, NPG will not be able to develop new exhibition and gallery spaces effectively or prepare for the reopening of the Patent Office Building in a timely manner. This will fail to support a program worthy of the newly renovated Patent Office Building.

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 2003 ESTIMATE	115	8,265	4	1,162	7	5,831	0	0
FY 2004 ESTIMATE	97	7,739	4	1,092	10	5,120	0	0
FY 2005 ESTIMATE	109	12,388	4	766	10	6,120	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	18	1,552	27	5,217	9	3,665
Expand a national outreach effort	6	497	7	722	1	225
Develop and bring first-class educational resources to the nation	25	2,106	25	2,174	0	68
Improve the stewardship of the national collections	29	2,190	29	2,262	0	72
Deliver the highest quality visitor services	0	0	1	210	1	210
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	9	639	9	660	0	21
Modernize the Institution's information technology systems and infrastructure	5	381	5	394	0	13
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	374	6	749	1	375
Total	97	7,739	109	12,388	12	4,649

BACKGROUND AND CONTEXT

The Smithsonian American Art Museum (SAAM) is the nation's museum dedicated to the arts and artists of the United States from colonial times to the present. The Museum's programs make American art available

to national audiences and beyond, as well as to those who visit its two historic landmark buildings in Washington DC: the Patent Office Building (POB), closed for major renovation and due to reopen July 4, 2006, and the Renwick Gallery.

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

For FY 2005, the estimate includes a program increase of 12 FTEs and \$4,578,000 (offset by a redirection of \$185,000) for the reinstallation and reopening of the POB, and an increase of \$256,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The goal of the renovation of the POB is to Increase Public Engagement. With additional and/or revitalized gallery space, SAAM will share with the public a greater portion of its collection than ever before. Enhanced visitor services, additional public space, and upgraded utility systems, as well as a grand year-round courtyard and the Luce Foundation Center for American Art, will permit the Museum to engage the public in ways that were either impossible or impractical in the past. Thus, SAAM is directing the majority of its resources to the reopening of the POB on July 4, 2006, while also continuing to present exhibitions, rotations of its permanent collection, and public programs at the Renwick Gallery. The works of art in SAAM's collection tell the story of this country, and plans for how best to present that story upon reopening involve the efforts and cooperation of every Museum department, as well as staff of the National Portrait Gallery (NPG), which shares the POB with SAAM.

Beginning in 2000, when the POB closed for the renovation, the Museum circulated eight exhibitions of some of its finest art works throughout the U.S. in order to continue linking Americans to their heritage. As these tours end in 2003, the Museum is returning the objects to prepare them for the reopening, and the tours are being replaced by *Highlights from the Smithsonian American Art Museum*, a new series of five exhibitions that will tour from 2003 to 2005. In 2004, the exhibition *George Catlin and His Indian Gallery* will also tour. To expand its national outreach, the Museum continues to publish the *American Art* journal three times annually, and is enhancing its website, which contains extensive information about SAAM's

collections, programs, and exhibitions. The Museum's popular public online reference service—*Ask Joan of Art*—continues to respond to art-related inquiries from American and international audiences. In addition to reaching out to the general public, SAAM reaches students in classrooms across the country through the use of new technology and distance-learning tools.

The Museum continues strategically to broaden its collection of 40,000 objects with significant acquisitions, and to move toward its goal of digitizing every object in the collection. In 2003, funds made available from within the Institution will support an initiative to enhance the Museum's collection of Latino art.

To achieve the goal of Management Excellence, the Museum will continue improving its business practices and internal capabilities in order to manage its resources most effectively. As the Institution introduces new phases of its Enterprise Resource Planning system, SAAM will ensure that its staff has the resources and training needed to implement the system most efficiently. As a harbinger of the exciting new technology to be used to enhance visitors' experiences in the renovated museum, SAAM is introducing a prototype handheld personal computer at the Renwick Gallery, to offer visitors a unique way to learn more about the objects displayed and the artists who created them. Significant progress is being made in developing a technical infrastructure that will efficiently support this and other innovative presentations being planned for the renovated POB. Museum staff will continue to work effectively with all involved parties to ensure that the POB renovation remains on schedule, that the Museum's needs in the building are effectively addressed, and that SAAM's plans for shared spaces are compatible with those of the National Portrait Gallery. The Museums are also planning a nationwide media campaign to herald the reopening of the POB and to increase visitation at the reopened facility.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first-class exhibitions and other public programs (27 FTEs and \$5,217,000)

- Conclude exhibition of *American Studio Furniture* at the Renwick Gallery and install *High Fiber*, an exhibition of textiles popular with a wide audience of craft enthusiasts, in order to maintain the modest increase in visitation post-9/11
- Complete list of exhibitions, and develop plan for gallery installations and programs in the expanded, redefined, and/or new POB spaces, such as the 350-seat auditorium, to take maximum advantage of the opportunities they will provide; and coordinate

the work in a way that ensures readiness to occupy renovated spaces as soon as they are available

Expand a national outreach effort (7 FTEs and \$722,000)

- Conclude national tours of the *Highlights* and *George Catlin* exhibits, which together will visit eight venues in FY 2005, in order to prepare a significant number of the 5,000 objects to be installed in POB
- Complete development phases of the Luce Foundation Center to ensure readiness to begin installation in POB in the area scheduled to be completed first, in June 2005
 - Compile installation layout and handling instructions for 3,000 objects going in the Center's cases
 - Define 8 special installations for interpretation and contract an outside consultant to design them
 - Contract firm to design the interface and design templates for interpretive computer kiosks
 - Start installation of 63 museum cases
 - Complete content for 100 featured objects that includes video clips and audio elements

Develop and bring first-class educational resources to the nation (25 FTEs and \$2,174,000)

- Publish three issues of the scholarly, peer-reviewed journal *American Art*
- Revise website to provide downloadable teacher guides and other resources to enhance training, and enable tracking of use by Zip Code
- Expand videoconference virtual fieldtrips, and enable tracking of participants by Zip Code

Improve the stewardship of the national collections (29 FTEs and \$2,262,000)

- Contract a firm to design the interface and design templates for the interpretive computer kiosks in the Visible Conservation Center in order to share conservation care of the collections with the public
- Complete content for the 5 focus areas of conservation for kiosks in the Visible Conservation Center in order to ensure readiness to begin installation in the same area of POB as the Luce Center, in June 2005

Deliver the highest quality visitor services (1 FTE and \$210,000)

- Determine number of docents needed to serve the public in the renovated POB, and begin recruitment and training for new ones to ensure they are ready for the museum opening

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (9 FTEs and \$660,000)

- Initiate recruits for the 12 new positions immediately upon receipt of allocation in order to hire and train those selected to support exhibitions, programs, and services in the reopened POB in a manner that will foster among visitors an enthusiasm for the museum and a desire to return
- Evaluate training needs of existing SAAM staff in order to allow ample time to prepare them for new or enhanced roles in POB

Modernize the Institution's information technology systems and functions (5 FTEs and \$394,000)

- Make significant progress in developing the infrastructure needed to support the use of technology in innovative presentations planned for POB in order to engage a segment of the public who prefer more than the traditional gallery experience

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (6 FTEs and \$749,000)

- Finalize POB branding campaign, with NPG and the services of a marketing firm, in order to target the ultimate goal of 2 million visitors
- Ensure new print collaterals, signage and banners, and national components for promotional campaign are in place for full implementation in FY 2006

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$4,649,000 and 12 FTEs. Included is an increase of \$256,000 for necessary pay for existing staff, which is justified in the Non-discretionary Costs section of this budget, and a redirection of \$185,000 from no-year collection acquisition funds to one-year funds. The Institution is seeking a program increase of 12 FTEs and \$4,578,000 to reinstall SAAM's collection in the renovated POB and to welcome an unprecedented number of visitors with first-class exhibitions and programs following the Museum's opening on July 4, 2006. The increases are as follows:

- (+ \$1,578,000, +12 FTEs) This increase is for permanent base funding to restore the Museum's funding to its pre-closing level, and to enable the Museum to establish a program in its renovated facility that is worthy of the time, money, and effort that brought the project to fruition. All positions are essential to a successful reopening and to the continued maintenance of an enhanced program in the POB. Two curators and two curatorial assistants will enhance SAAM's ability to develop concepts and

plans for first-class exhibitions and other initiatives. Five program, marketing, and visitor services staff in external affairs (two managers, two specialists, and an assistant) will manage and support an increased number of programs and attract significantly larger audiences to the expanded and new spaces, especially taking advantage of the POB's new auditorium. A graphic designer and a registration specialist for exhibitions will both be essential to supporting the increased number of high caliber exhibitions that will be offered. An education specialist will assist with the development of programs and educational materials.

- (+ \$3,000,000) This increase is required as one-time, no-year funding. It is needed to prepare the expanded public spaces in POB for visitors in a phased process as renovation work is completed. Expenses will include purchases of information technology equipment and software; gallery furnishings such as benches, pedestals, and cases; and gallery preparation materials such as paint, window treatments, and lighting fixtures. In addition, contract services to connect and install IT equipment in public spaces; to move and install objects; to print a myriad of brochures, guides, announcements, and educational materials, and to implement a nationwide media campaign surrounding the opening are all some of the essential steps to a timely and successful opening. This increase must be no-year funding in order to provide the most effective and efficient means of phasing accomplishments to coincide with the renovation progress.

If the FY 2005 request is not allowed, SAAM will not be able to reopen in the POB in a way that will draw more visitors, reach out to a wide national audience, or provide the safest, most efficient, and most accessible home for its national collection. The requested amount is the minimum required to restore SAAM's base funding to its level prior to the January 2000 closing, and to make progress toward reopening the Museum as scheduled. By the reopening date, SAAM will have maintained a national presence for six and a half years by circulating exhibitions, maintaining an award-winning website, and presenting some of its collection at the Renwick Gallery. The requested funding is now needed to draw the public back to the POB and engage them meaningfully. Without the increase, the significance of a \$216 million renovation of one of Washington's finest buildings, and a showcase for America's art and artists, will be lessened. This would also impact negatively the goodwill of SAAM's major donors who funded POB enhancements with the understanding that their generosity would bring American art to many more, and in new and exciting ways.

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 2003 ESTIMATE	71	6,092	0	548	49	7,526	0	0
FY 2004 ESTIMATE	60	5,790	0	304	49	8,435	0	0
FY 2005 ESTIMATE	60	5,987	0	224	49	8,679	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	16	1,326	16	1,378	0	52
Expand a national outreach effort	9	907	9	937	0	30
Strengthen the high caliber of Smithsonian scholarship in support of public programs	10	1,136	10	1,169	0	33
Develop and bring first-class educational resources to the nation	6	466	6	486	0	20
Improve the stewardship of the national collections	8	887	8	913	0	26
Deliver the highest quality visitor services	2	109	2	116	0	7
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	5	588	5	604	0	16
Modernize the Institution's information technology systems and infrastructure	4	371	4	384	0	13
Total	60	5,790	60	5,987	0	197

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia. 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 Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' collections.

To achieve the goal of Increased Public Engagement, FSG will enhance its selection of exhibitions and complementary public programs to engage a broader segment of Smithsonian visitors, as well as expand the number and range of exhibitions and objects offered to other museum sites across the nation and internationally. Associated with these activities will be a continued emphasis on exhibition-related scholarly research and an increased Web presence. To support the goal of Enhanced Management Excellence, FSG will actively participate in programs designed to improve the Institution's management and financial systems and will continue to evaluate and modernize its internal organization and systems to provide a high level of service to visitors and other customers.

For FY 2005, the estimate includes an increase of \$197,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the exhibition program will be expanded to bring more noted loan exhibitions to the museums. Significant exhibitions anticipated for FY 2005 include *IPEK*, an exhibition of Ottoman silks and velvets from public and private collections from the U.S. and abroad, notably Turkey; *Asian Games: The Art of Contest*, an exhibition that explores the role of games as social and cultural activities in pre-modern Asia, and the marriage of military science and art often embedded in games; and *Arabia the Blessed: Yemen and the Incense Trade in Antiquity*, which explores the rich artistic interaction that resulted from maritime and overland ties linking ancient kingdoms of Arabia, Africa, and Asia. *Asian Games* will be organized with the Asia Society of New York. Accompanying each exhibition will be family-friendly educational programming that will enhance the museum experience.

To expand national outreach efforts, FSG is planning several enhanced exhibition programs. FSG is forming a network of museum partners, to whom the FSG will offer a regular program on the arts of Asia to strengthen

collegial ties and bring Smithsonian collections to new audiences. The FSG's *Asia in America* program seeks to showcase the holdings of important American institutional collections of Asian art through an ongoing series of exhibitions presented at the Sackler, once more strengthening ties with other cultural institutions throughout the nation. Through the FSG's Point of View program, a wide net will be cast for new scholarly viewpoints, particularly those of young scholars. In this series, FSG's collection will be presented in highly focused, engaging installations so as to concentrate attention and contribute to the dialogue about Asian art. Additionally, in cooperation with the Smithsonian Institution Traveling Exhibition Service (SITES), a selection from the Sackler's collection of Chinese jades, *Magic, Myths, and Minerals*, will travel to approximately a dozen venues.

Resources will continue to be devoted to scholarly research in support of public programs. Curators and researchers will be studying and publishing new research regarding the recent gift to the Sackler of ancient Chinese art by Dr. Paul Singer, as well as collections of ancient Chinese jades and the Freer's incomparable collection of Biblical manuscripts. To provide greater access to high-quality educational resources, the museums will be looking more carefully at state-mandated educational programming to ensure that FSG's programs are curriculum-based. In addition, more effort will be devoted to placing educational resources on the FSG website to make it the premier online resource in the country for information on the arts of Asia.

In the area of collections management, FSG will continue to devote resources to maintaining the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects. This research work will help guarantee that objects from FSG's collections and many other museums remain accessible to future generations. The staff of the internationally renowned conservation department and laboratory is very active internationally in symposia, lectures, and publications, as well as in the support and mentoring of numerous fellows and scholars. FSG plans to offer at least one symposium for serious art collectors during FY 2005. At this symposium, curators will offer their expertise in analyzing the nature and provenance of collectors' objects and will hopefully open doors for future donations to enhance the museums' collections.

Improvements in visitor services are expected during FY 2005, primarily as a result of additional surveys and improved signage and wayfinding. 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 self-tour electronic guides. FSG will continue to focus on making its collections accessible to the public at large through its website. The focus of

the current website will be redirected to expand the number of objects available for viewing and research by a national and international audience.

To achieve the goal of Enhanced Management Excellence, FSG expects to play a continuing leadership role in developing sophisticated collections management systems. In addition, as the new Institution-wide financial and human resources systems are implemented, it is anticipated that they will result in improved administrative efficiencies and reporting mechanisms within FSG.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (16 FTEs and \$1,378,000)

- Mount at least two international exhibitions that attract increased visitation over the same time period in FY 2004
- Provide family-friendly educational programming for each major exhibition

Expand a national outreach effort (9 FTEs and \$937,000)

- Develop one new curriculum based on state-mandated guidelines and distribute to schools by the end of FY 2005
- Increase by 10% the number of website visitors over FY 2004
- Increase by 30% the number of FSG objects available on the website over FY 2004
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2005

Strengthen the high caliber of Smithsonian scholarship in support of public programs (10 FTEs and \$1,169,000)

- Use FSG scholarly research to enhance at least 50% of the FY 2005 exhibitions through publications, educational programs, or lectures
- Increase the number of published books and articles authored by professional staff by 10% over FY 2004
- Revive historical collaboration with the University of Michigan and explore links with other university departments
- Advance professional and public understanding of Asian art through conservation studies by a 10% increase in publications or drafts submitted for publication over FY 2004

Develop and bring first-class educational resources to the nation (6 FTEs and \$486,000)

- Increase the number of attendees at family programs by 10% over FY 2004

- Develop a self-guided tour for the permanent collection by the end of FY 2005

Improve the stewardship of the national collections (8 FTEs and \$913,000)

- Organize one symposium for serious art collectors
- Initiate at least one new fellowship or scholarly award in FY 2005
- Raise the profile of the Conservation Department through a 10% increase in publication over FY 2004
- Complete conservation on at least 100 FSG objects

Deliver the highest quality visitor services (2 FTEs and \$116,000)

- Use the FY 2004 visitor survey results to implement at least two recommended improvements in visitor services

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (5 FTEs and \$604,000)

- Use the new Enterprise Resource Planning System modules to improve monthly tracking of budget vs. actual and to enhance management reports for senior staff and Board members
- Reduce by 10% the number of purchase orders generated through purchase card improvements and consolidation of orders

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$384,000)

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

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 2003 ESTIMATE	40	3,030	32	2,968	2	3,318	0	15
FY 2004 ESTIMATE	40	3,126	32	3,057	2	3,300	0	0
FY 2005 ESTIMATE	40	3,232	32	3,149	2	2,862	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	7	487	7	498	0	11
Expand a national outreach effort	2	126	2	130	0	4
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	610	9	694	1	84
Develop and bring first-class educational resources to the nation	4	319	3	286	-1	-33
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	5	304	5	313	0	9
Modernize the Institution's information technology systems and infrastructure	1	98	1	101	0	3
Execute an aggressive, long range Smithsonian facilities program	13	1,182	13	1,210	0	28
Total	40	3,126	40	3,232	0	106

BACKGROUND AND CONTEXT

The Cooper-Hewitt, National Design Museum (CHM), located in New York City, explores and investigates the impact of design on daily life—from 500 BC textile designs to 21st century architecture. The Museum is

interested in all aspects of design, including urban planning, architecture, industrial design, landscaped design, interior design, textiles, advertising, and graphic arts.

As the only museum in America devoted exclusively to historical and contemporary design, CHM pursues its mission through award-winning exhibitions, publications, and educational programs for design professionals, the public, and school children. To achieve the Institution's goal of Increased Public Engagement, the Museum will continue its tradition of offering high-caliber exhibitions, as well as expanding the number of objects and Museum programs offered in venues outside the New York metropolitan area. In conjunction with these activities will be a continued emphasis on high-quality educational programs and exhibition-related scholarly research. To meet the goal of Enhanced Management Excellence, CHM will devote resources to upgrading and improving the efficiency of some of its services to visitors.

For FY 2005, the estimate includes an increase of \$106,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, Cooper-Hewitt will concentrate its resources on maintaining an exhibition program that features a mixture of important designers, design concepts, and popular culture. This mixture is particularly popular with New York audiences and emphasizes the Museum's unique place in the international museum community. During FY 2005, Cooper-Hewitt will stage one major design retrospective, *Josef and Anni Albers: Designs for Living*, and two contemporary exhibitions, *Furniture and Design by Minimalist and Post-Minimalist Artists* and *Extreme Textiles: Design for High Performance*.

As part of its national outreach effort, Cooper-Hewitt plans to expand its City of Neighborhoods program to five venues outside the New York City area in FY 2005. 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. The program's goal is to use design to promote community awareness and to involve young people in positive community change. The Museum also will offer an expanded Summer Design Institute program on the West Coast as well as in New York City. This program is also geared to K-12 and design educators, and draws a steadily increasing national audience each year. Outreach will be further enhanced by a continued effort to lend major works to other venues within the United States.

Resources will continue to support exhibition-related scholarly research in order to create the most innovative and educational exhibitions for the public to view. The Museum anticipates that important new research will be published in conjunction with each major exhibition presented in FY 2005. Catalogues are anticipated for the *Albers, Furniture and Design* and *Extreme Textiles* exhibitions, dependent on securing private publication funding. In addition, another rotation of the Collection Gallery will be on display.

Cooper-Hewitt hopes to make its educational opportunities available to a broader audience in FY 2005 through greater use of technology. In particular, the Museum plans to devote resources for increasing the accessibility of CHM education programs through video and the Internet. This will include components of the City of Neighborhoods program and the Summer Design Institute program, which educators can then adapt to their classrooms.

To achieve the goal of Enhanced Management Excellence, Cooper-Hewitt expects a significant number of financial reporting and budgeting improvements in FY 2005 as the new Institution-wide financial and human resources systems are implemented. It is anticipated that these improvements will result in improved administrative efficiencies within CHM. In addition, improved technological capabilities will allow the Museum to upgrade some internal systems, such as telephones and online ticketing for public education programs.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (7 FTEs and \$498,000)

- Mount two exhibitions involving items from popular culture

Expand a national outreach effort (2 FTEs and \$130,000)

- Provide at least one stimulating education program for the community

Strengthen the high caliber of Smithsonian scholarship in support of public programs (9 FTEs and \$694,000)

- Provide three public research catalogues for major exhibitions

Develop and bring first-class educational resources to the nation (3 FTEs and \$286,000)

- Establish three collections of educational resources geared to diverse national audiences

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (5 FTEs and \$313,000)

- Make the Enterprise Resource Planning System fully functional within the Museum environment
- Present interim and year-end financial information to board and senior management within 8 weeks of fiscal-year closure

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$101,000)

- Install the latest versions of hardware/software to meet Smithsonian specifications

Execute an aggressive, long range Smithsonian facilities program (13 FTEs and \$1,210,000)

- Install and maintain announcement signs for four exhibitions in three locations outside of the Museum

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 2003 ESTIMATE	65	4,693	1	745	2	2,308	0	0
FY 2004 ESTIMATE	49	4,150	1	836	3	2,773	0	0
FY 2005 ESTIMATE	49	4,288	1	661	3	4,600	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	24	2,100	21	1,833	-3	-267
Expand a national outreach effort	4	210	7	559	3	349
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	95	2	174	1	79
Improve the stewardship of the national collections	9	810	9	712	0	-98
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	7	605	8	786	1	181
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	250	2	224	-1	-26
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	1	80	0	0	-1	-80
Total	49	4,150	49	4,288	0	138

BACKGROUND AND CONTEXT

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

To achieve the Institution's goal of Increased Public Engagement, HMSG is focusing a substantial portion of its resources on producing a compelling exhibition program based on the work of international modern and contemporary artists, as well as providing national outreach through its website, catalogues, collaborations, and traveling exhibitions. Associated with these activities is a continued emphasis on the development of educational materials, public programs, exhibition-related scholarly research, and refinement, care, and management of the national collections. To support the goal of Enhanced Management Excellence, HMSG will use the implementation of Institution-wide management and financial systems to more effectively manage resources within the Museum, promote and maintain a diverse workforce and culture of equal opportunity, and begin to implement a long range strategic plan.

For FY 2005, the estimate includes an increase of \$138,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, HMSG is directing resources to activities that will enhance public access to its collections. Activities will include exhibitions both at HMSG and on tour, loans to other institutions, publications based on scholarly research, educational resources and events based on the collections, and an increased Web presence. Significant exhibitions during FY 2005 include the Washington opening of Cuban-born artist, Ana Mendieta; Chinese artist Cai Guo Qiang; Japanese American artist, Isamu Noguchi; and the Washington opening of *Visual Music 1905–2005*. The *Gyroscope* series, a Museum-wide installation of the Hirshhorn's permanent collection featuring recent acquisitions from the last five years, will continue with new groupings and juxtapositions of more familiar works, and the *Directions* series of solo exhibitions by contemporary artists will provide a wide range of stimulating experiences for repeat and first-time visitors alike.

On national and international levels, the Hirshhorn will tour *Ana Mendieta* at the Des Moines Art Center and at one other venue. *Visual Music 1905–2005* will open in Los Angeles before its Washington debut. An exhibition of work by Japanese artist Hiroshi Sugimoto, organized by the Hirshhorn for the 2006 season, is expected to open in Tokyo in late FY 2005. The Museum will also continue to lend art to other institutions, allowing visitors in other cities and countries the opportunity to see portions of the national collection.

Resources will be used to support scholarly research for a number of the planned exhibitions such as *Visual Music*, *Cai Guo Qiang*, *Isamu Noguchi*, *Hiroshi Sugimoto*, and the *Gyroscope* series. Catalogues and other publications will enhance the Museum's exhibitions and public programs, serving as permanent documentation of the scholarly research performed.

With the anticipated completion in FY 2005 of renovated space dedicated for education and public programs, HMSG will offer its first full year of expanded programming to a larger number of schools and institutions of higher learning. The multi-purpose room adjacent to the Sculpture Garden will provide a flexible environment to accommodate up to 50 participants in workshops, small lectures, and training sessions where groups can learn about the Museum's collections and create projects of their own. Educational resources, including teaching materials and interactive activities, will also be available on the Web.

The website will be upgraded to reach greater numbers of people in a more proactive fashion, including free online newsletters for subscribers. In addition, updated information about the HMSG collections, including additions to and refinement of database-stored information and digital images, will be available to the public via the website.

To achieve the goal of Enhanced Management Excellence, HMSG will continue to participate in the implementation of the new Institution-wide financial and human resources system to manage resources in a more efficient manner. With the anticipated retirement of a number of staff in the next few years, HMSG will have an unprecedented opportunity to diversify its workforce. Based on the results of a space study completed in FY 2003, the Museum will begin a comprehensive, long-range plan to accommodate future public and support needs and to set goals for future support.

Trust funds will supplement federal resources to continue the reorganization of the Museum's external affairs activities. This reorganization will result in an integrated communication and marketing effort to expand the quantity and quality of the public's access to and understanding of the

Museum. Visitor surveys conducted on site and through the Web will help to focus efforts to increase both the number and quality of visitor experiences at the Museum. In addition, the number of media contacts will be increased and the media pool will be expanded to reach a greater national and international audience outside of the Washington DC area.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (21 FTEs and \$1,833,000)

- Increase attendance by 2% over the FY 2004 level
- Produce at least one collaborative project (exhibition or public program) with other International Art museums

Expand a national outreach effort (7 FTEs and \$559,000)

- Maintain the number of visitors attending HMSG traveling exhibitions at the same level as FY 2004
- Maintain the number of outgoing loans at the FY 2004 level
- Increase the number of website visits and length of visits by 10%

Strengthen the high caliber of Smithsonian scholarship in support of public programs (2 FTEs and \$174,000)

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

Improve the stewardship of the national collections (9 FTEs and \$712,000)

- Increase access to the permanent collection by increasing the number of collection records and/or images on the website and in the art database by 25% over the FY 2004 level

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (8 FTEs and \$786,000)

- Link the HMSG strategic plan and annual performance plan to the Smithsonian strategic plan
- Complete the reorganization of Museum staff with full initial staffing in all departments

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (2 FTEs and \$224,000)

- Increase story ideas to the media about HMSG exhibitions, research, and programs by 10% over FY 2004

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 2003 ESTIMATE	48	4,435	1	341	1	453	0	0
FY 2004 ESTIMATE	48	4,566	1	345	1	827	0	0
FY 2005 ESTIMATE	48	4,716	1	321	1	640	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	18	1,690	24	2,433	6	743
Expand a national outreach effort	6	489	9	749	3	260
Strengthen the high caliber of Smithsonian scholarship in support of public programs	4	301	0	0	-4	-301
Develop and bring first-class educational resources to the nation	3	337	8	859	5	522
Improve the stewardship of the national collections	6	615	0	0	-6	-615
Deliver the highest quality visitor services	2	116	0	0	-2	-116
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	5	600	3	264	-2	-336
Modernize the Institution's financial management systems and functions	1	69	0	0	-1	-69
Modernize the Institution's information technology systems and infrastructure	1	147	2	228	1	81
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	0	0	1	102	1	102
Enhance the reputation of the Smithsonian by maintaining good relations with the news media, and with federal, state, and local governments	1	89	1	81	0	-8
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	1	113	0	0	-1	-113
Total	48	4,566	48	4,716	0	150

BACKGROUND AND CONTEXT

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

To achieve the Institution's goal of Increased Public Engagement, NMAfA is focusing its resources on installing two temporary exhibitions and developing innovative educational and public programs related to these exhibitions. In addition, NMAfA will continue to dedicate resources to digital technology, free publications for visitors of all ages, and recent research in the documentation of the collection for educational purposes. Resources will also be dedicated to the renovation and redesign of the galleries on the first level of the north side as part of the continuing reinstallation of NMAfA's permanent collection. Toward the goal of Enhanced Management Excellence, NMAfA will focus on improved staff communication and accountability as well as greater staff involvement in the Museum's activities and operations. Efforts will also be made to increase the Museum's public visibility through the news media and to develop relationships with federal and local governments.

For FY 2005, the 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, NMAfA is directing its resources to activities that will result in increased visitation and will attract more culturally and age-diverse audiences. Two exhibitions, *Textures* and *Inscribing Meaning*, will present pre-modern to contemporary works from the entire continent of Africa and the various ways through which knowledge is transmitted and learning occurs. These exhibitions will provide the American public with a broader understanding of African culture and society as represented through familiar and unfamiliar artistic traditions and forms. Both exhibitions will provide opportunities for effective outreach to the public and linkages to schools because of the focus on writing, script, and knowledge. In addition, both shows will provide a vast array of media and forms that are familiar and unusual, all of which should provide a strong visual appeal to scholars and popular audiences.

A third exhibition, tentatively titled *Treasures at the National Museum of African Art*, is a three-year project that will result in the renovation of the Museum's first level galleries on the north side, and reinstallation of the Museum's permanent collection, which has remained virtually unchanged since the Museum's opening in 1987. Phase I, to be completed in FY 2004, consists of renovating the Sylvia Williams Gallery. Phase II in FY 2005 will complete major renovation and reinstallation of the north galleries. On display will be works from the Museum's permanent collection, along with loans of African art masterpieces from major private and museum collections. These projects will provide attractions aimed at new and current audiences, thereby increasing the number of visitors to the Museum. The use of varied exhibition and design techniques and digital technology will allow enhanced understanding of African art, culture and history.

Education at NMAfA will include non-traditional educational and public programs as well as the more traditional student-teacher programs. NMAfA will implement an interactive family educational component using audio/video components in *Treasures at the National Museum of African Art*. Non-traditional programs will include hands-on family programs and workshops for children. A new program, Summer Children's Art Camps, will provide better connectivity between art and learning, resulting also in at-home projects. Learning modules linked within the Museum's website will support NMAfA's national outreach efforts by providing access to the collection through schools, public libraries and homes.

NMAfA will develop an educational strategic plan providing for broad-based educational opportunities for adults and non-traditional learners, especially those in underserved communities. The focus on literacy and learning in *Inscribing Meaning* provides an excellent opportunity for the Museum to increase outreach efforts to schools and community organizations. As part of the educational strategic plan, NMAfA will develop templates for evaluation of the effectiveness of its programs and activities.

The Museum will continue to devote resources to research that results in quality exhibitions and publications including exhibition catalogues. Special pamphlets and guides associated with *Textures*, *Inscribing Meaning* and *Treasures at the National Museum of African Art* will be offered free to the public. For example, *Treasures* will have a family guide that provides learning games for children and projects that involve the entire family.

NMAfA will continue to use digital technology to provide online cataloguing of the Warren M. Robbins Library and Eliot Elisofon Photographic Archives and access to the collection through the Museum's website.

NMAfA will also continue to modify and incorporate new technology and techniques to make its website more appealing for visitors outside the Washington DC area and include information directed to audiences of all ages.

To address the goal of Enhanced Management Excellence, NMAfA will focus on strengthening an institutional culture that is audience-centered and results-oriented. Accountability will be achieved by integrating budget and performance goals in performance plans for department heads. This will result in improved management of specific projects and programs, as well as ensuring more cost-effective operations. Projects and programs will be developed to target specific but diverse audiences, and the Museum's outreach will be tracked for its effectiveness. In addition, the Museum will continue its goal of instituting project-specific committees with interdepartmental representation, thus establishing a more cooperative environment for improved communication and greater involvement of staff in NMAfA's operations and activities. Information technology efforts will center on using digital technology to develop and implement templates for online public information in order to increase capacity and efficiency. The Museum will also take proactive steps to enhance relations with the media and local governments.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (24 FTEs and \$2,433,000)

- Present two exhibitions with broad appeal in order to attract more age- and culturally diverse audiences, especially teachers and students
- Implement Phase II of the reinstallation of the permanent collection in order to bring more visitors into the Museum

Expand a national outreach effort (9 FTEs and \$749,000)

- Implement an interactive family educational component in *Treasures at the National Museum of African Art* in order to reach new and more diverse audiences
- Enhance the current website to increase virtual visitors by 20%
- Increase online cataloguing of library and archive holdings by 5% in order to increase audiences and increase accessibility to the collections for audiences outside the Washington, DC area
- Focus on literacy and learning with one educational initiative that is highlighted in *Inscribing Meaning* in order to enhance outreach to schools and community organizations in underserved, especially African American, communities in Washington, DC

Develop and bring first-class educational resources to the nation (8 FTEs and \$859,000)

- Develop an educational strategic plan in order to provide broad-based educational opportunities for adults and non-traditional learners, especially from underserved communities
- Develop and use one system/model for evaluating the relevance and effectiveness of the Museum's programs and activities in order to determine the impact of the Museum's educational resources upon its audiences
- Develop complementary yet interrelated sets of free publications to function as supplemental educational resources for adults and children in order to enhance learning and increase an interest in African Art and culture

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (3 FTEs and \$264,000)

- Integrate performance goals in the performance plans of all department heads
- Develop recommendations related to specific projects and programs that identify targeted audiences (age- and culturally diverse) in order to track effective outreach

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$228,000)

- Implement a template for information management that will increase capacity and speed by 50% for dissemination of Museum information in order to expand and improve audience outreach and seasonal changes in visitation

Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative (1 FTE and \$102,000)

- Implement project-specific committees that include interdepartmental representation in order to improve communications and increase staff participation in the activities and operations of the Museum

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state and local governments (1 FTE and \$81,000)

- Increase reviews of exhibitions in the print media by 100% by developing stronger relationships with the news media in order to increase NMAfA's public visibility

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 2003 ESTIMATE	514	44,690	9	1,672	30	9,881	17	3,345
FY 2004 ESTIMATE	436	43,319	9	1,672	26	9,947	17	3,138
FY 2005 ESTIMATE	438	47,086	9	1,672	26	9,230	17	2,038

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	50	5,023	51	5,358	1	335
Expand a national outreach effort	58	5,214	58	5,429	0	215
Improve the stewardship of the national collections	158	14,524	159	16,610	1	2,086
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	144	15,804	144	16,838	0	1,034
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	10	1,098	10	1,135	0	37
Modernize the Institution's information technology systems and infrastructure	12	1,238	12	1,283	0	45
Execute an aggressive, long-range Smithsonian facilities program	2	200	2	207	0	7
Ensure safety and protection of facilities, national collections, staff, visitors, and volunteers	2	218	2	226	0	8
Total	436	43,319	438	47,086	2	3,767

BACKGROUND AND CONTEXT

The mission of the National Museum of Natural History (NMNH) is to investigate, document, and understand the natural world and the role of humans in it. Building upon its unique collections and associated data, field research stations, specialized laboratories, and internationally recognized team of 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 areas: formation and evolution of Earth and other planets, discovering and understanding life's diversity, and understanding human diversity and cultural change. The Museum's research provides new insights, authenticity, and relevance to broader national and international science agendas looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

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

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

The FY 2005 budget estimate includes a net increase of \$3,767,000 and 2 FTEs. Included are an increase of \$1,617,000 for necessary pay for existing staff, and a one-time decrease of \$1,000,000 to the Repatriation Program. NMNH is seeking program increases of \$3,150,000 and two FTEs to support ongoing collections care, research and collections information systems, and exhibits maintenance operations.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to convert outdated offerings into a stimulating program of integrated, multidisciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2005, NMNH is committed to continue progress on renovating its permanent halls and offering new temporary exhibitions each year. NMNH will complete design for the renovation of two permanent halls, the Ocean/Marine Hall and the 4.6 Billion Years Hall, totaling 24,000 square feet of exhibition space. The temporary exhibitions planned for 2005 include *Written in Bone*, *Metraux: From Voodoo to Human Rights*, and the *Asian Focus Gallery*. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The excitement and effectiveness of NMNH exhibitions and presentations can be seen in their popularity with family audiences. In FY 2003, NMNH hosted over 7 million visits.

In FY 2005, the Museum's commitment to education will continue through support for ongoing programs, an extensive national/international network that includes traveling exhibitions, interactive electronic classrooms and field trips, and its website. These outreach efforts serve millions of visitors each year, nationally and internationally. In FY 2005, NMNH will develop and broadcast 4 electronic field trips to 1.5 million students across the nation in cooperation with local school districts and television studios, hold teacher training sessions, prepare new curriculum packages for educators, and continue to upgrade the website to provide additional educational programs.

The Museum's collections serve as the foundation of NMNH research. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations while also supporting their use for critical ongoing research. In FY 2005, NMNH efforts will continue to ensure that this invaluable and unique asset is made available to researchers, policymakers, and the public efficiently and effectively by digitizing anthropology collections for use by researchers, students, and the general public; completing electronic digitization of the invaluable botany type specimen collection and making it available universally via the World Wide Web; and making over a million records of paleobiological, vertebrate zoological, and anthropological collections and associated data available via the Web.

To meet the goal of Strengthened Scientific Research in FY 2005, NMNH will build upon its strategic plan and focus on selected hiring and

initiatives related to new insights in geology/paleobiology, systematics, evolutionary biology, ecology and their relationship to biodiversity, and anthropology. The Museum's life sciences programs will be reorganized to better concentrate on important and timely research areas and de-emphasize others. Research at the Museum will be underpinned by the development of vibrant informatics tools that add value to science and policymakers by tying research findings to documentation of the Museum's unique collections. Publications will have a more integrated quality, bringing insights from all viewpoints of the Museum on pressing national and international topics.

NMNH is committed to expanding the training of the next generation of scientists through increasing its post-doctoral fellowship awards and continuing its long-term relationship with the National Science Foundation (NSF), through the Research Experiences For Undergraduates Program, to provide an entry level experience for the most talented undergraduates in the natural history sciences. Training of collaborators from overseas will continue to be emphasized in order to broaden the international science network.

In FY 2005, the goal of Enhanced Management Excellence will be addressed in part by ongoing construction of a new facility to rehouse collections preserved in alcohol currently located on the Mall into a state-of-the-art research, conservation, and collection storage facility at the Museum Support Center. This facility will ensure that the alcohol collection will continue to be available for research in a facility that meets fire and safety codes. Additional focus in FY 2005 for the Natural History Building on the Mall will continue to be the renovation of major building systems and improving security in the building.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (51 FTEs and \$5,358,000)

- Complete design for the renovation of the Ocean/Marine Hall and the 4.6 Billion Years Hall, a total of 24,000 square feet of exhibition space
- Open temporary exhibitions *Written in Bone* and *Metraux: From Voodoo to Human Rights*, fulfilling the commitment to change 15% of exhibition space annually
- Open two areas in the *Asian Focus Gallery: Korea* and *Sikh Culture*, fulfilling the commitment to renovate 3500 square feet of exhibition space and make the most current NMNH anthropological research available to the public

- Demonstrate the Museum's work on repatriation through exhibition of a Cheyenne funerary object
- Continue planning, development, and production of 4 study-case exhibitions for the ongoing program, *Forces of Change*, a collaboration with NOAA, NSF, and NASA

Expand a national outreach effort (58 FTEs and \$5,429,000)

- Broadcast 4 science lecture series to 1.5 million students across the nation and hold 4 teacher training seminars
- Prepare and distribute 50,000 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2005
- Produce middle and high school curricula called *Human Evolution: Fossil and Archaeological Evidence*, which would include electronic field trips to Smithsonian field sites in Kenya and China
- Upgrade the existing Arctic Studies Center website to provide additional educational programs for Alaskan and circumpolar archaeology and ethnology, including community archaeology programs in Labrador
- Increase the distribution of the free educational publication, *AnthroNotes: A National Museum of Natural History Publication for Educators* to 15,000 teachers and anthropologists across the country

Improve the stewardship of the national collections (159 FTEs and \$16,610,000)

- Implement a revised collections management policy for the Museum to reflect current best standards and practices
- Complete incorporation of the Ullrich Collection, a unique collection of an order of insects (over 125,000 specimens) with particular strength in the Eurasian, Southeast Asian, and Egyptian faunas, improving the Museum's geographic coverage of biodiversity specimens
- Complete electronic digitization of the valuable botany type specimen collection as well as the reference collections of Antarctic marine invertebrates, and make them universally available via the World Wide Web
- Initiate an archaeobiology collections improvement project aimed at developing an archaeobiology database and addressing storage and recording concerns
- Develop decompression plans and begin rehousing the amphibian and reptile collections
- Update inventory of DNA collections, initiate pilot DNA barcoding project, and assess results from samples that were preserved using different strategies to recommend best practices for future DNA preservation and recovery

- Purchase and install new collections server(s) that increase storage capacity and enhance processing speed
- Initiate migration into the Electronic Museum (Emu) of transaction management records that document acquisition, accession, and custody of NMNH's collections as well as borrowed collections
- Make 1,125,000 records of paleobiological, entomological, vertebrate zoological, and anthropological collections and associated data available via the Web
- Publish the *Environment, Origins and Population* volume of the Department of Anthropology's award-winning twelve-volume series, *Handbook of the American Indian*. The new volume presents an interdisciplinary review of research addressing Human Origins, Plants and Animal Resources, Skeletal Biology, and Human Biology.

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (144 FTEs and \$16,838,000)

- Implement the Museum's strategic plan, linked to the Smithsonian-wide Science Enterprise plan, focusing on the three themes below

Theme II: The Formation and Evolution of Earth and Similar Planets

- As a partner in the NASA Astrobiology node at the Carnegie Institution of Washington, investigate secondary mineral assemblages in Martian meteorites that affect the physical and chemical conditions near the surface of the planet
- Conduct chemical and visual studies of Ocean Drilling Program samples to reveal the distribution of ocean temperatures during the warmest period in earth history, about 100 million years ago
- Study the history of coral reef development in the Caribbean and New Guinea to determine the vulnerability of these ecosystems to climate change
- Using a multi-year, multi-organization NSF award, conduct fourth year of testing and modeling of the consequences of greenhouse warming 55 million years ago

Theme III: Discovering and Understanding Life's Diversity

- Determine deep evolutionary relationships in plants, spiders, and birds in NSF-funded Tree of Life collaborative projects in order to produce a robust phylogeny of all the deepest (oldest) lineages within a particular group of organisms, and provide a predictive framework for diverse applications, including biological diversity studies
- Continue ongoing fieldwork in Mongolia to study the cultural survival of the reindeer herders of northern Mongolia in terms of climate change and lichen pasture changes as they relate to the survival of the reindeer herds

- Continue collaborative studies of deep-sea invertebrates in the Gulf of Mexico region, including exploration of poorly-known areas such as cold seeps and petroleum seeps, which are home to a diverse and exotic fauna
- In collaboration with STRI, continue comprehensive study of biology of invertebrate fauna associated with Caribbean coral reefs and complete at least ten significant scientific papers
- Continue inventory, catalog, webpages, and/or manual of Central American insects with particular focus on the Costa Rican fauna of ground beetles, shore flies, and skipper butterflies
- Continue molecular studies of introduced avian malaria in Hawaii and throughout the world
- Conduct second year of field and laboratory work on dinosaur paleobiology
- Document the prehistoric ecological changes on the Hawaiian islands and in the Caribbean that are responsible for mass extinctions of birds, and track bird migrations
- Continue molecular studies of various endangered mammals in Asia, especially on the Indian subcontinent, such as wolves, elephants, and Gir Forest lions

Theme IV: Study of Human Diversity and Culture Change

- Using a multi-year, multi-organizational NSF award, conduct fieldwork in Africa and eastern Asia to examine the relationship of climate change and human evolution
- Initiate a post-doctoral program with 1–2 targeted 2–3-year post-doctoral fellowships awarded to young scholars actively working on research concerning the transition to agriculture
- Complete 2 books on the transition to agriculture, one on the process of animal domestication, and another a comprehensive overview of low-level food production

Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (10 FTEs and \$1,135,000)

- Train 100% of staff responsible for financial, budget, procurement, and human resources transactions to implement the new ERP, including implementation of the Human Resources module, so that staff can provide more efficient and effective level of services
- Assure national re-accreditation by the American Association of Museums (AAM) through completion of year-long, in-depth self-study and preparation for AAM site visit

Modernize the Institution's information technology systems and infrastructure (12 FTEs and \$1,283,000)

- Ensure that 100% of users of the ERP have compatible hardware and software to support all transactions

Execute an aggressive, long-range Smithsonian facilities program (2 FTEs and \$207,000)

- Provide curatorial and technical support for continuing renovation of the Natural History Building and the construction of a new facility to rehouse collections preserved in alcohol currently located on the Mall

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (2 FTEs and \$226,000)

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

FY 2005 REQUEST – EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$3,767,000 and 2 FTEs. Included are an increase of \$1,617,000 for necessary pay for existing staff, which is justified in the Non-discretionary Costs section of this budget, and a one-time decrease of \$1,000,000 in the Repatriation Program. NMNH is seeking program increases of \$3,150,000 and 2 FTEs to support ongoing collections care, research, and collections information systems, and exhibits maintenance operations. The changes are as follows:

- (+ 1,500,000 + 1 FTE) This increase is to address long-term needs for improving and enhancing the ongoing responsibility to maintain the Museum's unique national collections. A full-time conservator will assess and develop plans for conserving deteriorating biological and geological collections as well as exhibited items, and will work with existing collections staff to implement strategies for improved conservation across the Museum. Contract labor will be used where appropriate. Conservation issues related to the planned move of the fluid collections to Pod 5 will be addressed through assessments, development of conservation plans and strategies, and oversight of procedures regarding such conservation problems as failing containers, evaporated fluids, and failing specimen and container labels. NMNH proposes to address the increasing demands for genetic information by piloting DNA sequencing technology (i.e., "bar coding") that rapidly screens and identifies the specimens on the basis of their genetic information. Contract labor will rapidly sequence targeted collections, including wet collections, for identifying genetic material from key species. This bar coding technology will provide important research information that also has a public component and will be critical to our future management of collections and associated data. Additionally,

special supplies and services will be purchased to support the need to safely transport fluid-preserved collections as part of NMNH's active loan program (for example, in FY 2002, 877 outgoing loans of 257,374 specimens were made). Contract labor will assist existing staff with decompressing collections that will remain at NMNH, effectively and efficiently using space so that collections items will no longer be severely compressed and inaccessible for research and routine curatorial inspections. The requested increase will also support critically needed archival supplies and equipment, including cabinetry. Outsourced services will be focused on improved collections processing and care of fossil, skeletal, skin, and plant specimens.

- (+ \$1,500,000) This increase will support equipment purchases and contracts that continue the development of NMNH's Research and Collections Information System (RCIS). New computer hardware will upgrade the speed of information retrieval, a critical need for ensuring quick and easy access by the public as well as efficiency of staff time, and will accommodate the increased storage needs of the additional 1,125,000 records that will result from the Museum's digitization projects. Contracts for data capture, data enhancement, public access and associated system support will be let. Work will focus on digitization and enhancement of biological type collections, specimen catalog records, and records that document ownership and custody of the NMNH's collections.
- (\$150,000 + 1 FTE). This request will support the increasing maintenance required by exhibitions utilizing new technologies. Computer technology creates a more interactive and dynamic exhibit experience but requires frequent maintenance and upgrades. This FTE for an exhibits specialist and associated funding will improve the operational time from 82% to 90% for Audio/Visual equipment within the exhibits.
- (-\$1,000,000) In addition to these increases, the Institution proposes a one-time decrease of \$1,000,000 to the National Museum of Natural History repatriation program. This is an extremely important program established in 1991 to implement the requirements of the National Museum of the American Indian Act of 1989. The Act established the right of Native American and Native Hawaiian peoples to determine the disposition of culturally affiliated human remains and funerary or sacred objects in the Smithsonian's collections. Since inception, NMNH has repatriated approximately 3,700 skeletal remains and 88,000 associated objects to 48 Native communities. However, for the past several years, due to hiring and contracting delays, NMNH has not fully utilized its annual appropriation in a timely fashion. Therefore, a one-time decrease of \$1,000,000 is possible with minimum impact on the underlying program. The Institution intends to request the restoration of these funds in future budgets.

If the FY 2005 request is not allowed, NMNH will continue to fall behind in its mandated responsibility to care for and make readily available its unique national collections to researchers and a wide range of other users. This in turn will affect the Museum's ability to achieve the objective of providing the public with enhanced access to our collections in a more timely way and to ensure that the collections entrusted to NMNH are cared for in an effective and responsible manner. Further, without this increase, visitors to the Museum will find on a more frequent basis exhibits with computer-generated interactive features that are not operating because the maintenance required to keep these exhibits operating properly is not available.

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 2003 ESTIMATE	341	24,128	2	601	27	1,824	5	503
FY 2004 ESTIMATE	190	15,924	2	554	26	2,890	5	899
FY 2005 ESTIMATE	195	17,346	2	529	26	2,881	5	195

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	135	11,261	140	12,533	5	1,272
Strengthen the high caliber of Smithsonian scholarship in support of public programs	12	871	12	904	0	33
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	21	1,525	21	1,582	0	57
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	22	2,267	22	2,327	0	60
Total	190	15,924	195	17,346	5	1,422

BACKGROUND AND CONTEXT

The mission of the National Zoological Park (NZIP) is to celebrate, study, and protect the diversity of animals and their habitats. NZP exhibits living animal and plant collections, conducts research and professional training programs in conservation biology and reproductive sciences, and provides educational and recreational environments for the visiting public. NZP's vision is to broaden public outreach programs, modernize old exhibits, and renew the Zoo's role as a leading center for animal care, reproductive biology, and conservation research. Through its collections, exhibits, and scientific output, NZP inspires and motivates visitors to develop stronger bonds with animals and to protect nature.

Consistent with the overarching goals of the Institution, NZP has established specific goals for the future. To achieve the goal of Increased Public Engagement, the Zoo will offer compelling first-class exhibits and public programs by judiciously building, refining, and caring for the animal and plant collection and arranging their exhibition so that they serve as a high-quality educational resource. To meet the goal of Strengthened Scientific Research, NZP will focus and strengthen scientific excellence in veterinary medicine, reproductive sciences, and conservation biology. To achieve the goal of Enhanced Management Excellence, the Zoo will execute an aggressive long-range facilities maintenance and revitalization plan that ensures optimal safety and protection of facilities, collections, visitors, staff, and volunteers while supporting modern exhibition and scientific program goals.

For FY 2005, the estimate includes a program increase of 5 FTEs and \$827,000 to improve the infrastructure for animal health management and an increase of \$595,000 for necessary pay for existing staff funded under this line item.

This request also includes, beginning in FY 2004, a decrease of 49 FTEs and \$2,399,000 (increased to \$2,471,000 in FY 2005 for the pay raise) to reflect the transfer of police officers at NZP to the Facilities Operations, Security, and Support line item. This restructuring will require congressional approval of a reprogramming in FY 2004. The upward trend in the demand for security services after September 11, 2001, has posed major challenges for those agencies with significant public exposure like the Smithsonian. This realignment will allow for centralized management of the Smithsonian's entire security workforce and allow for a common management structure, security policies, and consistent training.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NZP will continue to devote significant resources to its animal exhibits and the care of the animals in the Zoo—as both are essential for the overall health and safety of the animal collection—as well as to ensuring 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, health, security, and welfare for all NZP animals, as well as safety for staff, visitors, and volunteers.

Animal exhibits will continue to be improved using the strategy of customizing or tailoring exhibit spaces that reflect the specific needs of the animal species, particularly their overall welfare and behavioral needs. Behavioral biology, natural history, and personal history of animal species will be incorporated to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment; support behavioral, nutritional, or reproductive studies; and provide zoo visitors with an inspiring and educational experience.

A number of aging or failed exhibit areas will continue to undergo renovation as NZP continues the major effort to renovate and modernize the Zoo. The first phase of the *Asia Trail*, scheduled for construction in FY 2004 and opening in FY 2005, will provide homes for animals from the Asian subcontinent, most of which are endangered in their native habitats. These include sloth bears, clouded leopards, fishing cats, red pandas, Japanese giant salamander, and giant pandas. The second phase of *Asia Trail*—primarily for the Asian elephant—is scheduled to complete design in FY 2004 and begin construction in FY 2005. As in the Amazonia Science Gallery and Think Tank, the Zoo will continue to incorporate and link science into existing and new exhibits, while increasing the visibility and scope of its conservation efforts.

To achieve the goal of Strengthened Scientific Research, NZP will continue to devote resources to addressing significant scientific and conservation issues dealing with key species and critical habitats through studies of animals in the field and in captive environments. Following the development of the Institution's strategic plan for science in early FY 2004, NZP will continue the planning process to enhance the integration of science and education with exhibits, and to develop areas of expertise among Zoo scientists. For example, biologists are studying the veterinary medicine, reproductive patterns, behavior, habitat use, interaction with people, and population of a number of different endangered species—such as the Asian elephant—in captivity and the wild. These studies will be applied to improve

the management of populations of endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. The results of the Zoo's research will continue to be distributed to a wide range of scholars, university researchers, and field biologists. NZP will continue to invite research participation and collaboration by students and outside colleagues, and to provide opportunities in professional development. Such training contributes to placing the Smithsonian Institution at the center of international scientific advancement.

To achieve the goal of Enhanced Management Excellence, the Zoo will move toward a customer-centered and results-oriented management style. NZP will aggressively execute its long-range renewal plan and continue its modernization and improvement programs in the areas of administration, budget, and information technology. Infrastructure support to the animal exhibits remains an around-the-clock operation to ensure the safety and well-being of the collection, visitors, facilities, and staff.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (140 FTEs and \$12,533,000)

- Open the first phase of *Asia Trail*
- Judiciously build and refine the zoo's animal collection by increasing the overall animal collection by 25% through a more aggressive breeding program and acquisitions from outside sources for new species currently not in the collection
- Refine the focus of Amazonia to tropical biology by producing at least five new science displays and maintaining at least one science lab open for public interaction
- Expand and integrate the website content, allowing visitors to continue their learning begun at the Zoo, as measured by increase in length of stay by Web visitors
- Ensure that the highest quality veterinary care, including around-the-clock medicine if needed and routine preventive medicine (e.g., annual health exams), is provided to 100% of animals

Strengthen the high caliber of Smithsonian scholarship in support of public programs (12 FTEs and \$904,000)

- Ensure scientific participation in the design and planning of NZP's animal exhibits by having at least one scientist as a contributing member of the core exhibits planning team
- Include references to Smithsonian research in all exhibits opened in FY 2005
- Widely distribute information from NZP research studies and

- accomplishments via the media and websites and through at least 6 public presentations by NZP scientists
- Continue training potential young scientists from the USA and abroad by conducting at least five courses in conservation biology and/or reproductive sciences
- Support educator/scientific linkages that promote the conservation of biodiversity by offering at least one teacher training workshop at the Front Royal facility and two teacher fellowships for educators from disadvantaged communities in Africa

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (21 FTEs and \$1,582,000)

Theme III: Discovering and Understanding Life's Diversity

- Maintain leadership in integrative studies involving giant pandas by conducting at least one major study in male and female reproductive biology, one in behavior, and one in the ecology of giant pandas at NZP and/or with partner organizations within China
- Conduct at least one study each on the ecology or conservation biology of the Golden Lion Tamarins, seals, desert tortoises and kit foxes, Asian elephants, and tigers
- Conduct at least three studies on the reproductive biology of endangered felids (cats), canids (dogs), the endangered black-footed ferret, and arid-lands antelopes
- Continue to develop the NZP's genome resource bank by adding biomaterials and/or studying the methods of cryopreservation and storage from 10 endangered or threatened species
- Develop at least one comparative ecological study of forest habitats in partnership with the Smithsonian Environmental Research Center and/or the Smithsonian Tropical Research Institute
- Continue leadership role in the ecology and conservation of migratory birds by establishing at least one project that collaborates with ornithologists in other Smithsonian units to facilitate pan-Institutional efforts
- Conduct at least one biodiversity monitoring project in Africa and Asia
- Train a minimum of five post-doctoral fellows and 10 graduate students (Ph.D. or M.S.) in reproductive sciences or conservation biology annually

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (22 FTEs and \$2,327,000)

- Develop all exhibits to be consistent with the long-range renewal plan
- Hold regular media briefings four times a year on various activities at NZP to include research accomplishments, exhibits, and animal management stories

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$1,422,000 and 5 FTEs. Included is an increase of \$595,000 for necessary pay for existing staff that is justified in the Non-discretionary Costs section of this budget. In addition, NZP is seeking a programmatic increase of 5 FTEs and \$827,000 to improve the infrastructure for animal health management, including pest control, veterinary staff, animal enrichment and exhibit staff, and animal records system upgrades. These increases are designed to meet defined needs of the NZP as outlined in the 2002–2003 USDA and American Zoo and Aquarium Association (AZA) inspection reports. The increases are as follows:

- (+ \$166,000, + 1 FTE) This increase is for Integrated Pest Management (IPM) throughout the Zoo's 163-acre park and 29 buildings. Pest management at NZP is critical to the health of Zoo animals as well as the safety of visitors. The National Institutes of Health and Smithsonian horticultural consultants have conducted an in-depth assessment of the entire park and recommend establishing a full time IPM Officer position. Funding includes salary and benefits for a GS-12 entomologist and new supplies needed to help reduce the spread of West Nile Virus, which has a major impact on birds and may also affect other species. In addition, an outside contract will be required to carry out some pest control services.
- (+ \$356,000, + 2 FTEs) This increase is for coordinated animal enrichment activities to improve and enhance zoo animal environments and welfare within the context of their behavioral biology, natural history, and personal history and stimulate their natural behaviors for foraging, hunting, and breeding. The recent AZA accreditation report cited NZP for not having a coordinated enrichment program. NZP requires an Enrichment Coordinator (Animal Behaviorist, GS-12) to plan and coordinate enrichment activities at both Rock Creek and Front Royal facilities and an Exhibit Fabricator (GS-11) to improve animal habitats by fabricating artificial tree and rockwork for both animal enrichment and overall exhibit appearance. Funding will also support visits to other zoos and attendance at professional zoological conferences to gain experience

from the latest husbandry and enrichment models for the zoological community.

- (+ \$230,000, + 2 FTE) This increase is to improve medical care for Zoo animals. Based on information from numerous zoos across the country, NZP has the lowest ratio of clinical veterinarians to animals. Because of funding restraints and heavy clinical schedule, veterinarians work 10–11 hour days, 5-6 days a week. Support staff to maintain and service valuable hospital equipment is inadequate at times. As the Zoo revitalizes its animal collection, funding for one GS-13 veterinarian and one GS-9 biological technician is needed. Funds are also needed to cover the cost of medicine for the animals, as well as travel for veterinarians to participate in professional meetings or research projects.
- (+ \$75,000) This increase is to support the development of a modern Zoological Information Management System (ZIMS). NZP uses ISIS (an international non-profit membership organization with 600 member zoos and aquaria) software modules to access histories, treatments, locations, and other data critical to the management, husbandry, and health of its animals. The current system is obsolete and hard to use, due to older technology, and is made up of separate systems for specimen and clinical records. ZIMS will provide a global, integrated, comprehensive, real-time, Web-based specimen and collection information system.

The 2002 and 2003 USDA inspections and the 2003 AZA accreditation visit for the National Zoo noted improvements needed to the infrastructure for animal health management. The above represent the most important S&E requirements to ensure that the National Zoo can maintain its accreditation and continue to provide quality care to its living collection, and improve visitor services. If the FY 2005 request is not allowed, NZP will not be able to implement improvements in pest control, enrichment, and animal health management, which could place NZP at risk of losing its accreditation.

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 2003 ESTIMATE	128	20,984	94	14,640	14	3,509	278	79,115
FY 2004 ESTIMATE	124	21,801	94	14,461	19	3,505	278	79,115
FY 2005 ESTIMATE	124	22,435	94	14,461	19	3,505	279	79,115

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Develop and bring first-class educational resources to the nation	5	800	5	825	0	25
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	115	20,291	115	20,879	0	588
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	1	370	1	375	0	5
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	161	1	167	0	6
Recruit, hire, and retain a diverse workforce and promote equal opportunity	2	179	2	189	0	10
Total	124	21,801	124	22,435	0	634

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to conduct research to increase understanding of the origin and evolution of the universe and to communicate this information through publications, teaching, and public presentations. SAO is perhaps the largest and most diverse

astrophysical institution in the world. It has pioneered the development of orbiting observatories and large ground-based telescopes, the application of computers to astrophysical problems, and the integration of laboratory measurements, theoretical astrophysics, and observations across the electromagnetic spectrum. Observational data are gathered by instruments aboard rockets, balloons, and spacecraft, as well as by ground-based optical, infrared, and gamma-ray telescopes at the Fred Lawrence Whipple Observatory in Arizona, by an optical telescope at the Oak Ridge Observatory in Massachusetts, by a submillimeter array nearing completion in Hawaii, by a small submillimeter telescope at the South Pole, and by a small millimeter-wave telescope in Massachusetts. Headquartered in Cambridge, Massachusetts, SAO is a member of the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory.

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

For FY2005, the estimate includes an increase of \$634,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

To meet the goal of Strengthened Scientific Research, SAO scientists make extensive use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO located in Arizona and Hawaii, and space-based telescopes operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). These strategies enable SAO scientists to make

substantial progress in answering fundamental questions on the origin and nature of the universe and on the formation/evolution of Earth and similar planets, two of the four science themes on which the Science Commission recommended that the Smithsonian concentrate.

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Develop and bring first-class educational resources to the nation (5 FTEs and \$825,000)

- Deliver up to 20 educational presentations at national, state, and local meetings and conferences that are informed by SAO research
- Carry out professional development for teachers in conjunction with the Annenberg/CPB Channel to reach at least 1,000 Channel licensees, so as to achieve at least a 10% increase over the FY 2003 viewer base of 55 million households and 84,000 schools
- Obtain at least 48,000 website hits to the Channel workshops page per month
- Present 5 workshops or papers at educational research or practitioner conferences, such as those sponsored by the National Science Teachers Association
- Support and evaluate the performance of the traveling exhibition, *Cosmic Questions: Our Place in Space and Time* as it travels

through various museums across the country. The evaluation method currently in use analyzes visitor numbers, visitors' feedback, host venue staff feedback, and media reviews

- Carry out MicroObservatory operations—a telescope network—to reach 100 participating schools and take 20,000 images; these numbers represent a 50% increase over FY 2003 levels

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (115 FTEs and \$20,879,000)

Theme I: The Origin and Nature of the Universe

- Use the Chandra X-ray Observatory that SAO operates on behalf of NASA to continue analyzing the distribution of the mysterious dark (i.e., invisible) matter through its gravitational effects as disclosed by the x-ray emissions of hot gas associated with galaxy clusters
- Use new optical instruments on the converted Multiple Mirror Telescope (MMT) to continue determination of the large scale structure of the universe through the measurement of the distribution of galaxies deep in space
- Continue construction of VERITAS, which will enable in-depth studies of the highest energy processes known to exist in the universe

Theme II, The Formation and Evolution of Earth and Similar Planets

- Use the new submillimeter array (SMA) and new infrared instruments on the converted MMT to further work on the studies of key observational aspects of star formation such as the processes that occur in giant molecular clouds that lead stars to form from the material in these clouds
- Use SAO's array of small telescopes to search for planets around other stars via the transit method. Planets discovered by this technique can be studied in depth, including determining the composition of their atmospheres. This new field will continue to lead to a vast increase in knowledge of the properties of the planets elsewhere in our galaxy, and broaden and deepen understanding of Earth's solar system.
- Continue cutting-edge theoretical work on the possible means for planet formation and dynamical evolution as well as on the development of planetary atmospheres
- Validate and share the knowledge gained from the above research by publishing 400 papers in the scientific literature, authored or co-authored by SAO scientists, and making 200 presentations at professional meetings in FY 2005

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$375,000)

- Increase the reliability of SAO's IT infrastructure by continuing the migration of an additional 10 Terabytes of core data and services to infrastructure that has built-in redundancy
- Install a firewall at the network border and monitor intrusion detection logs to enhance the security of SAO's IT infrastructure
- Accommodate increased data flow from SAO's scientific instruments by increasing the overall online data-storage capacity to 75 Terabytes

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (1 FTE and \$167,000)

- Continue to inform staff about SAO research discoveries and progress, scientific prizes and awards, Smithsonian directives, and internal policies and procedures through quarterly town meetings and SAO-wide electronic messages as necessary
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a competitive, peer-reviewed process

Recruit, hire and retain a diverse workforce and promote equal opportunity (2 FTEs and \$189,000)

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

SMITHSONIAN CENTER FOR MATERIALS RESEARCH AND EDUCATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ESTIMATE	29	3,438	0	73	0	126	0	42
FY 2004 ESTIMATE	29	3,542	0	15,	0	24	0	8,
FY 2005 ESTIMATE	29	3,674	0	15,	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	5	749	5	774	0	25
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	87	1	91	0	4
Improve the stewardship of the national collections	6	605	6	628	0	23
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	17	2,101	17	2,181	0	80
Total	29	3,542	29	3,674	0	132

BACKGROUND AND CONTEXT

The Smithsonian Center for Materials Research and Education (SCMRE) is a multidisciplinary center for materials analysis, scientific research, and conservation development involving the study and preservation of museum objects, collections, and related materials of cultural or scientific importance. It serves as a unique resource for scientific and technical support to Smithsonian museums as well as to the museum profession at large. Its education and outreach programs serve a broad audience that includes the general public.

To achieve the goal of Increased Public Engagement, SCMRE will provide education and technical advances for the nation's museum community and interested public. In pursuit of Strengthened Scientific Research, SCMRE will focus on the study of materials, technologies, and conservation.

For FY 2005, the estimate includes an increase of \$132,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

The Center will support vigorously the efforts of Smithsonian museums to care for the national collections by providing analytical services and by increasing technical assistance for conservation and curatorial programs. Based on communication and interaction with the Smithsonian museum conservation departments as well as on polling, special training issues and research projects will be identified. Research will be initiated and courses will be developed to address the most urgent preservation needs.

To achieve the goal of Strengthened Scientific Research, SCMRE will continue to study changes in the composition and properties of materials and composite objects to improve the understanding of how they deteriorate over decades and centuries, and how they are damaged by external or environmental factors, especially the effects of temperature, humidity, light, and atmosphere. In particular, SCMRE research will emphasize the

identification of degradation mechanisms to formulate and test effective conservation strategies, techniques, and materials to meet them. Research will continue into modern and traditional artists' materials and technologies as well as traditional and past technologies that are no longer practiced. SCMRE researchers will continue study of the life cycles of objects from raw materials transformed by culturally-mediated industrial- or craft-based processes, through their performance, use, and eventual degradation and their curation as artifacts. A special concern of SCMRE research will be the preservation of natural history collections, including development of improved fluid storage media and protocols for treatment of various classes of organisms. The anticipation of continued terrorist actions using biological or chemical agents necessitates further research on decontamination of sensitive collection materials and museum buildings with the aim of devising effective precautionary measures, monitoring methods, and treatments.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (5 FTEs and \$774,000)

- Add new (30%) and revised (20%) information to the Web and respond to more than 900 inquiries
- Offer 5 workshops and 3 internships/fellowships to conservators

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$91,000)

- Maintain the current level (100/year) of analyses of modern and traditional artists' and artisans' materials, ethnographic artifacts and archival and scientific collections

Improve the stewardship of the national collections (6 FTEs and \$628,000)

- Respond to requests for analytical services (more than 500 analyses) from Smithsonian units
- Produce 2 surveys to assess conservation issues in Smithsonian collections and conduct research projects to address these concerns

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (17 FTEs and \$2,181,000)

Theme III: Discovering and Understanding Life's Diversity

- Develop and test 2 new protocols for stabilizing natural history specimens and their DNA

Theme IV: The Study of Human Diversity and Culture Change

- Maintain 4 materials research projects on ancient and modern technologies of inorganic objects, e.g. metals, glasses, and

ceramics

- Test environmental factors that affect artists' materials and other materials, and test models that will allow prediction of these effects (more than 200 analyses)
- Develop 1 aqueous varnish coating system that will meet expected future solvent emission guidelines, and 1 protocol for assessing the stability of existing coatings on such objects as musical instruments
- Develop 3 protocols for decontamination of objects and buildings

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 2003 ACTUAL	42	3,487	8	424	16	635	55	3,799
FY 2004 ESTIMATE	34	2,912	6	405	10	475	65	3,799
FY 2005 ESTIMATE	34	3,017	6	397	10	250	65	3,799

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	12	0	12	0	0
Develop and bring first-class educational resources to the nation	1	63	1	64	0	1
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	25	2,344	25	2,434	0	90
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	5	272	5	280	0	8
Modernize the Institution's financial management systems and functions	3	221	3	227	0	6
Total	34	2,912	34	3,017	0	105

BACKGROUND AND CONTENT

The Smithsonian Environmental Research Center (SERC) is dedicated to meeting the global challenge for improved stewardship of the biosphere through long-term, large-scale analysis of human impact in the coastal zone. SERC research has clear relevance to societal needs and issues of environmental management and human impact because of its integrative,

multi-disciplinary approach, further emphasized because 70 percent of the world's population resides in the coastal zone. SERC provides answers to environmental questions through data, analysis, publications, and expert consultation in support of conservation, environmental policy, and management of natural resources.

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 school children and science teachers, students and visiting scientists developing professional careers in the environmental sciences, and the general public. To achieve the goal of Strengthened Scientific Research, SERC utilizes 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 at regional, continental, and global scales. To accomplish Enhanced Management Excellence, SERC will improve management of its website, update management systems and functions, advance construction of its long-term Facilities Master Plan through completion of its Visitors' Housing complex, and ensure safety and protection of staff, fellows, volunteers, and visitors.

For FY 2005, the estimate includes an increase of \$105,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC will enhance its website to provide greater information to the public. On-site education will focus on approximately 10,000 students and increasing minority participation. Two teacher-training workshops that are partnerships with other Smithsonian units will be undertaken. SERC will expand its highly successful distance learning programs (1.2 million participants in FY 2004) and develop and implement three regional and national programs. SERC outreach also includes lecture series, workshops, and expert consultation for the public, teachers, natural resource managers, and public officials. To train the next generation of environmental scientists and managers, SERC conducts a nationally recognized professional training program for university interns, graduate students, postdoctoral fellows, and visiting scientists, with a particular focus on developing careers of underrepresented minorities.

To meet the goal of Strengthened Scientific Research, SERC will use its invaluable 2,700-acre site on the Chesapeake Bay, where its scientists investigate the interconnections of aquatic, terrestrial, and atmospheric

components of complex landscapes. SERC develops innovative approaches and instrumentation to measure environmental change in four ecological levels: global change, landscape ecology, ecology of coastal ecosystems, and population and community ecology, and has developed unique long-term and experimental datasets on environmental change. SERC is also a participant in the development of the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in the use of Smithsonian long-term field stations to assess ecological patterns and processes. Over its 38-year history, SERC has built a reputation for world-class research, producing many articles that are rich in data and multi-disciplinary and integrative in analysis.

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

To address the goal of Enhanced Management Excellence, SERC will update its strategic plan and further link it to the emerging Institution-wide Science Plan. SERC is improving its management of research by developing improved management tools for its overhead activities and structuring tighter oversight on its website activities. SERC will ensure safety and protection of volunteers, staff, and visitors by sustaining its excellent program of supervised inspections and staff involvement.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (0 FTE's and 12,000)

- Enhance SERC's website to provide greater information to the public

- Evaluate the navigational structure and ease of use of the new website and refine the site to readily deliver the most useful information for intended audiences
- Increase and enhance the content provided on the site through regular (minimum monthly) updates to the homepage for public and media audiences in the form of dynamic, engaging current stories that describe SERC's scientific projects, results, and impacts. Incorporate these stories into laboratory subpages to provide them with dynamic content for a public audience
- Improve and increase SERC staff ability to update site content directly
- Increase underrepresented minorities including African American, Latino, and Asian communities in training programs, on-site visits, and distance learning programs to 30% participation, in order to increase diversity of audiences served in the Washington DC area

Develop and bring first-class educational resources to the nation (1 FTE and 64,000)

- Evaluate and then enhance the quality of on-site environmental education programs offered to schoolchildren, teachers, professional scientists, natural resource managers, and the general public in order to better represent current research findings and field methods used by Smithsonian scientists
- Develop and implement two teacher-training workshops that are the outcome of partnerships with other Smithsonian units in order to increase quality of content and collaboration between units
- Develop and implement three regional and national distance-learning programs in order to interpret SERC's environmental research for students, teachers, and the general public

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (25 FTEs and \$2,344,000)

Theme III: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts in coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in seven areas (species composition and population dynamics, estuarine water quality, flow of nutrients, invasive species, atmospheric increase in CO², ultraviolet radiation, and biocomplexity of mangrove forest ecosystems)
- Enhance highly successful environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources at approximate level of \$2.5–3.0 million per year on land-sea linkages, landscape

ecology, invasive species, global change, biocomplexity, community and population ecology, and coastal marine and estuarine ecology

- Disseminate results of research on human impacts in coastal ecosystems and ecological change by publishing 50–70 articles in peer-reviewed journals and books based on SERC’s original environmental research
- Continue to link and coordinate SERC research through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National Association of Marine Laboratories, and Association of Ecosystem Research Centers), and with governmental agencies such as U.S. Coast Guard, U.S. Fish and Wildlife Service, and NOAA
- Provide advice and counsel to state and national legislatures on SERC’s environmental expertise
- Train the next generation of ecologists and environmental scientists and natural resource managers by sustaining SERC’s high-quality professional training program, and awarding 40 undergraduate internships, supporting 10 graduate students, and 5 postdoctoral scientists, with emphasis on underrepresented minorities to achieve approximately 25% minority participation

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (5 FTE's and 280,000)

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

Modernize the Institution’s financial management systems and functions (3 FTE's and 227,000)

- Ensure appropriate staff training on future modules of the Institution’s Enterprise Resource Planning system
- Improve laboratory safety procedures to ensure a safe work environment
- Work with OFEO on facilities improvement to meet SERC’s programmatic goals for research and education

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 2003 ESTIMATE	242	11,454	12	967	25	4,370	13	1,400
FY 2004 ESTIMATE	242	11,280	12	843	24	3,091	12	1,306
FY 2005 ESTIMATE	242	11,607	12	801	21	2,468	12	1,300

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	4	142	4	147	0	5
Expand a national outreach effort	3	94	3	96	0	2
Strengthened Scientific Research:						
Strengthen capacity in science research	23	1,220	23	1,256	0	36
Conduct focused scientific research programs that are recognized nationally and internationally	93	4,875	92	5,017	-1	142
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	90	3,984	91	4,098	1	114
Modernize the Institution's information technology systems and infrastructure	4	185	4	190	0	5
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	25	780	25	803	0	23
Total	242	11,280	242	11,607	0	327

BACKGROUND AND CONTEXT

The mission of the Smithsonian Tropical Research Institute (STRI) is to increase understanding of the past, present, and future of tropical

biodiversity, and its relevance to human welfare. With this aim, STRI scientists conduct and disseminate long-term, innovative research that explains the origins of life in the tropics, how it is currently maintained, and how humans have affected it throughout time. STRI serves the international scientific community by maintaining world-class facilities for tropical studies, most of these in the Republic of Panama where it serves as official custodian for the Barro Colorado Nature Monument, which has been continually studied for 80 years and is the only mainland tropical reserve under U.S. stewardship. The Institute also provides essential training and experience to students and professionals to strengthen future capacity in tropical research.

STRI will address the goal of Strengthened Scientific Research by maintaining the productivity of its permanent scientific staff, increasing the number of research fellowships and graduate courses, and promoting collaborations with visiting scientists and academic and scientific institutions. To achieve the goal of Increased Public Engagement, the Institute will strengthen its public programs highlighting the research process and results, and increase dissemination of its work through the Web and other media. The goal of Enhanced Management Excellence will be addressed by devoting resources to strengthening the security of research facilities and continuing to upgrade infrastructure to ensure the personal safety of all users.

The FY 2005 budget estimate includes a net increase of \$327,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The Institutional goal of Increased Public Engagement will be addressed by offering high-quality public programs that increase our understanding of life in the tropics and its relevance to global processes. STRI scientists are providing the conceptual base and natural history content to be used in the exhibitions in Panama's new Biodiversity Museum, a Smithsonian-affiliated museum designed by architect Frank O. Gehry, and scheduled to open to international audiences in March 2006.

To meet its principal goal of maintaining its leadership in tropical research, STRI provides basic support for its staff scientists to conduct projects that will increase our knowledge about tropical environments. In FY 2004, STRI put in place a program that will produce new knowledge about tropical soils, a poorly studied component of tropical systems. This new initiative, which aims to fill a critical gap in our knowledge of tropical forests and their influence on the carbon cycle, has resulted in the hiring of a soil microbiologist, establishment of a modern soils laboratory, and funding

of a competitive postdoctoral fellowship program. Through an interagency agreement, the U.S. Geological Survey (USGS) has detailed to STRI one of their hydrologists involved with long-term studies on tropical soils to strengthen this effort.

Most projects done at STRI have a geographic component, on a variety of scales, from projects studying forest dynamics in 50-hectare plots to studies of coral reefs, mangroves, and seagrasses in the marine realm. Along with other Smithsonian research centers, STRI has lagged behind in using information technology to integrate data resulting from its research. An initiative in FY 2005 will enable STRI to implement Geographic Information Systems (GIS) to integrate data from projects conducted in specific geographical locations such as Barro Colorado Island or Bocas del Toro, the site of STRI's new Caribbean laboratory, and pantropical studies such as those conducted by its Center for Tropical Forest Science.

STRI scientists consider the training of the next generation of tropical researchers to be one of their primary responsibilities. The strengthening of central support for fellowships will enable STRI to increase its support of aspiring scientists, junior scientists, and graduate students, who have demonstrated potential for careers in its research fields. Through institutional collaborations with universities and other institutions such as the Organization for Tropical Studies, STRI will provide graduate students with hands-on experience that can mark their future scientific careers.

To address the goal of Enhanced Management Excellence, STRI will continue to ensure that it provides world-class facilities for its scientific staff and visitors. A major effort in FY 2005 will be implementing safety and security plans to ensure the protection of employees and visitors.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (4 FTEs and \$147,000)

- Increase public awareness of the natural history of the tropics by providing content and guidance for five galleries in Panama's new Biodiversity Museum, scheduled to open in 2006
- Expand public understanding of both the diversity of natural tropical environments and the scientific methods used in their study and through high-quality public programs at three sites, offering visitors a firsthand experience
- Engage lay audiences with STRI research through a monthly public lecture series and at least one book targeted to them

Expand a national outreach effort (3 FTEs and \$96,000)

- Increase public awareness on tropical biodiversity and ongoing research projects using a dynamic and weekly updated webpage targeted to meet client information needs for a diverse worldwide audience
- Encourage collaborative research projects between resident staff and visiting scientists and students by offering accurate and up-to-date information on STRI facilities on the website
- Share results from major research developments with media and the public by holding at least 4 press conferences

Strengthened Scientific Research

Strengthen capacity in science research (23 FTEs and \$1,256,000)

- Contribute to the next generation of tropical scientists by training a minimum of 15 pre- and 5 postdoctoral researchers in STRI research disciplines
- Increase scientific capacity for studying the tropics by offering at least six courses at the undergraduate and graduate levels in tropical biodiversity in partnership with academic institutions such as Princeton and McGill Universities and the Organization of Tropical Studies
- Increase STRI research capacity by preparing and submitting joint proposals with visiting scientists and institutions to potential donors and agencies (federal and non-federal)

Conduct focused scientific research programs that are recognized nationally and internationally (92 FTEs and \$5,017,000)

Theme III: Discovering and Understanding Life's Diversity

- Provide relevant, new knowledge on tropical ecosystems and their relation to human welfare by investigating the past, present, and future of tropical biodiversity through research in behavioral ecology, molecular evolution, forest ecology, plant physiology, canopy biology, paleoecology, and archeobiology
- Foster through an interagency agreement with the USGS an innovative and pioneering soils research program in order to bring to the forefront scientific understanding of the processes that support tropical ecosystems
- Increase understanding of marine environments, their diversity, threats, and conservation needs and opportunities in the tropical eastern Pacific and Caribbean, within the framework of the Marine Science Network
- Share research results with the scientific community worldwide by publishing at least 80 scientific papers in peer-reviewed journals

- Offer scientists the opportunity to test research hypotheses by maintaining long-term forests dynamics plots network in 14 countries throughout Africa, Asia, and Latin America
- Facilitate tropical research for at least 500 visiting scientists and students working in STRI facilities, including projects funded by the National Science Foundation and the National Institutes of Health
- Increase understanding of spatial and temporal dimensions of biological elements and variables by strengthening STRI's capacity to produce integrative GIS analyses
- Promote collaboration with other Smithsonian research units by providing incentives for comparative biodiversity projects with a tropical component

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (91 FTEs and \$4,098,000)

- Increase internal customer satisfaction (STRI staff and visitors) and administrative efficiency and streamline procedures by using the ERP system for financial, budget, procurement, and human resources management
- Increase efficiency of the registration process for visiting scientists and students by offering a timesaving online application and registration system

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$190,000)

- Increase information sharing within the Institution by improved connectivity within and between STRI facilities through the local area network system
- Increase efficiency of administrative procedures by promoting timesaving and error-reducing practices such as online transactions via the STRI Intranet
- Strengthen STRI's capacity to analyze tropical biodiversity from a spatial and temporal perspective by setting up at least four fully operational GIS workstations

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (25 FTEs and \$803,000)

- Increase staff involvement in response to the emergency preparedness plan by offering training courses at five STRI facilities
- Bring all STRI facilities into compliance with security standards in order to ensure the safety and protection of staff, visitors, and volunteers as well as collections, infrastructure, and equipment

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 2003 ESTIMATE	88	8,329	57	4,715	11	3,661	8	1,341
FY 2004 ESTIMATE	89	9,393	57	4,788	10	3,166	8	1,373
FY 2005 ESTIMATE	90	10,453	58	4,474	10	2,660	8	1,360

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	45	4,582	45	4,704	0	122
Develop and bring first-class educational resources to the nation	33	3,163	33	3,258	0	95
Strengthened Scientific Research:						
Strengthen capacity in science research	0	882	0	1,637	0	755
Develop the intellectual component of the collections by performing collections-based studies	4	327	4	351	0	24
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented.	2	156	2	162	0	6
Modernize the Institution's financial management systems and functions	5	283	6	341	1	58
Total	89	9,393	90	10,453	1	1,060

BACKGROUND AND CONTEXT

Through a coordinated national outreach program, the Institution expands the presence of the Smithsonian Institution across the nation and exposes the entire country to the rich heritage of the American people. The Smithsonian's outreach activities support community-based cultural and educational organizations around the country; ensure a vital, recurring, and

high-impact Smithsonian presence in all 50 states through the provision of traveling exhibitions and a network of affiliations; increase connections between the Institution and targeted audiences (African American, Asian American, Latino, Native American, and new American); provide kindergarten through college-age museum education and outreach opportunities; enhance K-12 science education programs; facilitate the Smithsonian's scholarly interactions with students and scholars at universities, museums, and other research institutions; and publish and disseminate books related to the research and collections strengths of the Institution.

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

For FY 2005, the estimate includes an increase of \$800,000 and 1 FTE for the fellowships and scholarly research awards programs, and an increase of \$260,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

Smithsonian Traveling Exhibition Service – To achieve the goal of Increased Public Engagement, SITES is directing its resources to develop *Smithsonian Across America: A Celebration of National Pride*. This mobile museum will feature Smithsonian artifacts from the most iconic (presidential portraits, historic American flags, Civil War records, early automobiles, the Edison light bulb, inaugural gowns, and astronaut uniforms) to the simplest items of everyday life (family quilts, prairie schoolhouse furnishings, historic lunch boxes, multi-lingual storefront and street signs). A mobile museum exhibit can visit up to three venues per week in the course of a year, increasing by 150 the number of outreach locations to which SITES shows can travel annually. In addition, a mobile museum is able to frequent locations where people live, work, and recreate. By establishing an exhibit presence in settings like these, SITES will not only increase its annual visitor participation by 1 million, but also advance a key Smithsonian performance

objective: to develop exhibit approaches that address underserved audiences and populations not always affiliated with mainstream cultural institutions.

The Smithsonian's commitment to public engagement and underserved audiences is strengthened by SITES' Museum on Main Street (MoMS) program, which circulates exhibitions to rural communities across the country. In FY 2005, an exhibit about America's diverse musical traditions will join six MoMS shows already on the road, increasing from 33 to 43 the number of states included in the program and adding 26 small towns to the 410 that will have hosted a MoMS exhibition so far.

Ensuring a vital Smithsonian exhibit presence nationally at a time when the fiscal stability of community cultural institutions is extremely unpredictable challenges SITES in FY 2005 to deliver to its 10,000-museum client base high-quality programs at affordable costs. To that end, SITES will reconfigure six large-scale installations into more manageable, less costly exhibit presentations. SITES also will partner with national, state, and local organizations to leverage their own programmatic assets and visibility.

In partnership with ten science centers and planetariums across the country, SITES will tour *Exploring the Universe*, a presentation of the National Air and Space Museum's Exploring the Universe gallery. To meet the demand among smaller history and African American museums for an exhibition commemorating the Brown vs. Board of Education ruling, SITES will extend throughout FY 2005 its panel version tour of the National Museum of American History's exhibition on that subject. An exhibition on Roberto Clemente will be recreated from a critically acclaimed, large-scale art installation in Puerto Rico. SITES' exhibition will be supplemented by artifacts partnerships with national Hispanic organizations. *Our Journeys, Our Stories* is about the contributions of 100 Latino leaders who have influenced every sphere of American life. The affordability of the show guarantees that Latino cultural centers will participate in the tour as actively as mainstream art museums. The National Building Museum and National Park Service are the partnering entities for two other exhibitions in SITES' FY 2005 program: *Do It Yourself: The How-To of Home Improvement and Spanning Engineering Culture* and *America's Historic Covered Bridges*. Several exhibit tours will be extended by popular demand. The most important of them is *The American Presidency*, whose original itinerary could not accommodate multiple exhibitor requests.

Smithsonian Affiliations – The mission of Smithsonian Affiliations is to build a strong, national network of museums in the United States in order to establish strong, vital relationships with communities throughout the country. By working with both emerging and well-established museums of

diverse subject areas and scholarly disciplines, Smithsonian Affiliations is building a partnership of museums through which audiences and visitors everywhere will be able to share in the great wealth of the Smithsonian while building capacity and expertise in local museum professionals.

Pilot educational programs will be developed over the next two years with the objective of fostering ongoing collaborative opportunities in the future. Coupled with this effort is a pilot program which will explore new museum volunteer opportunities for professionals in every walk of life.

Smithsonian Center for Education and Museum Studies – SCEMS learning experiences include publications, websites, professional development, and internships. In FY 2005, SCEMS will produce websites and publications that meet learning and professional standards and disseminate them broadly. SCEMS will produce the central Smithsonian education website (www.SmithsonianEducation.org) for educators, families and students to reach a projected audience of 3.5 million visitors. The central website is designed to increase access to all Smithsonian education websites, publications, field trips, professional development, lesson plans, interactive activities and products. SCEMS will publish and distribute to all elementary and middle schools in the United States a teacher magazine with content based on Smithsonian research and collections and lesson plans aligned with national standards, reaching 82,000 schools. To support all of SCEMS learning experiences, professional development opportunities will be offered to educators and museum professionals in Washington DC, at Smithsonian Affiliate sites, and through distance learning, with a projected total audience of 1 million. SCEMS will manage the Institution's internship program, providing authentic learning experiences for 600 college students. The purpose of all of these efforts is to improve teaching and learning by providing authoritative, relevant, and inspiring resources to the nation.

To identify audience needs, create content, and extend the Smithsonian's reach, SCEMS will forge external partnerships with national education and museum organizations. The Center will sustain ongoing partnerships with the U.S. Department of Education, the American Association of Museums, the College Board, the National Writing Project, the International Literacy Network, the National Association of Elementary School Principals, and membership organizations for teachers of history, art, and science. SCEMS will provide leadership for internal collaborations including the Smithsonian Council of Education Directors, Smithsonian Heritage Steering Committee, and Smithsonian Internship Council. SCEMS will survey these partners to monitor and improve its effectiveness as a leader in museum education.

SCEMS is committed to researching the role, value, and impact of museum education through in-depth case study. In 2005, SCEMS will analyze and publish the results of a three-year pan-Institutional evaluation of the impact of a teacher professional development program to improve the teaching of American history. The study will address how the program changed teacher content knowledge, attitudes towards teaching history, methods of teaching history, and understanding of the historical process. The results will be shared with all Smithsonian offices for the purpose of improving the quality of Smithsonian teacher training.

Smithsonian Institution Press - SIP will use its federal resources to widen the public impact of its publications by releasing publications that support first-class science as well as those that appeal to mass readers.

Office of Fellowships – To achieve the Institution’s goal of Strengthened Scientific Research, OF will increase the number of fellowships and grants offered through the Smithsonian Fellowship Program and Scholarly Studies Program. Those programs, which infuse the Smithsonian with new ideas and approaches to research, are crucial to the intellectual health and continued advancement of the Institution. This is the number one priority in the Science Commission’s report.

To meet the goal of Enhanced Management Excellence, the Office of Fellowships will increase its effectiveness in attracting the best applicants to the fellowship program. Targeted recruitment and marketing strategies will be employed to attract skilled candidates for research and scholarly priorities. All application materials, deadlines, notifications, and financial management systems will be reviewed to ensure compliance with federal procedures and regulations. Working with Smithsonian units, an analysis of existing review panels/committees, evaluation procedures, and ranking of applications and proposals will be undertaken.

National Science Resources Center – NSRC will strive to increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services. The center will develop and implement a national outreach strategy that will increase the number of school districts that are implementing NSRC K-8 programs.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (45 FTEs and \$4,704,000)

- Develop one multi-year national tour of a mobile museum exhibit to increase by 150 the number of outreach locations to which SITES

shows can travel and by 1 million the number of visitors to the exhibitions

- Complete and launch one multi-year, national tour for rural communities of an exhibit about American musical traditions, to increase by 26 small towns and 10 states the number of locations that participate in the MoMS program
- Retrofit MoMS music exhibit and book the show in a minimum of 6 high-traffic, general public settings, such as schools, state fair pavilions, public festivals, conventions, civic commemorations, and mixed-used shopping mall and transportation terminals, to increase the involvement of large and diverse population groups in Smithsonian exhibit programs
- Complete and launch multi-year, national tours of *Roberto Clemente, Our Journeys, Our Stories*, and *Brown vs. Board of Education* to address the subject matter interests and museum communities of culturally diverse audiences
- Partner with a minimum of 5 Smithsonian units and 5 outside organizations/associations to produce and circulate 6 alternative format versions of expensive, large-scale installations to maintain high-quality program offerings at affordable prices
- Enact a minimum of 3 measures to increase SITES' revenue stream through consultant services, extended exhibit tours, and on-line exhibit bookings to reduce as fully as possible the rental fee burden on exhibitors in the field
- Expand the Smithsonian Affiliations network into an additional 11 states and some additional targeted regions, thereby creating a local Smithsonian presence in every state and in most major communities in the country

Develop and bring first-class educational resources to the nation (33 FTEs and \$3,258,000)

- Produce and publish a teacher magazine based on Smithsonian research collections and distribute to schools in all 50 states, reaching 82,000 schools
- Produce and manage www.SmithsonianEducation.org, a central education website for educators, families, and students, to achieve 3,500,000 visitors in 2005
- Train 1,000,000 educators and museum professionals through workshops offered in Washington DC, and via distance learning
- Manage the Smithsonian internship program, providing 600 college students with placements, training, and enrichment opportunities
- Publish 50 new titles a year that are well-written by the best authors and experts in disciplines that reflect institutional interests and strengths aimed at three distinct market groups; academic, general readership, and youth

- Increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services
- Develop and implement a national outreach strategy that will increase the number of school districts that are implementing NSRC K-8 programs by 100%

Strengthened Scientific Research

Strengthen capacity in science research (0 FTEs and \$1,637,000)

- Award 20 additional meritorious fellowship and grant awards

Develop the intellectual component of the collections by performing collections-based studies (4 FTEs and \$351,000)

- Publish in print a minimum of 10 publications a year in the Contributions and Studies Series Program which report on the scientific, technical, and historical research conducted by Smithsonian staff and their professional colleagues, as well as on the collections of the various Smithsonian museums
- Expand the reach of these studies by making available on the Smithsonian Institution Press website all of the abstracts in the program, and one of the nine series

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (2 FTEs and \$162,000)

- Conduct satisfaction surveys of internal and external partnerships, analyze results, and address performance deficiencies
- Complete a three-year outcomes-based evaluation of a major pan-Institutional program to improve the teaching of U.S. history, analyze results, and address performance deficiencies
- Ensure that Affiliates needs are met in conformance with Institutional policy, by establishing a working methodology that is customer-friendly and results in the collection of accurate data

Modernize the Institution's financial management systems and functions (6 FTEs and \$341,000)

- Review current policies and procedures to improve efficient and effective programmatic and financial management of fellowships, grants and other academic appointments throughout the Institution
- Analyze data on Fellowship Alumni to provide an effective mechanism to increase communications, feedback, distribution of news about the Smithsonian, newsletters, and conferences

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$1,060,000 and 1 FTE. Included are an increase of \$260,000 for necessary pay for

existing staff and a program increase of an office assistant and \$800,000 to support the Institution's fellowship and grant programs of research. The office assistant position will support the additional administrative functions such as travel of review panels, scheduling review meetings, responding to programmatic questions, and other administrative issues as a result of the increase to these programs. Adding multi-year postdoctoral fellowships and increasing the support for internal research grants are essential. Much of today's cutting-edge scientific research (e.g. molecular studies) often demands more than a single year of funding to gather and analyze the data and prepare the final product. Restoring support for both programs will continue to promote projects that are highly innovative, increase collaboration with other research institutions, and result in publications and exhibitions.

If the FY 2005 request is not allowed, the Office of Fellowships will not be able to continue to support the quality and quantity of research at the Smithsonian. The competitive edge to attract the best scholars and students will no longer exist. Without the training of the next generation of scholars and the collaboration with scientists and scholars from around the world, the Smithsonian's status as one of the leading research institutions in the world will be diminished.

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 2003 ESTIMATE	15	1,347	22	2,379	0	0	0	0
FY 2004 ESTIMATE	15	1,386	22	2,242	0	0	0	0
FY 2005 ESTIMATE	19	1,900	22	2,242	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	4	431	7	672	3	241
Deliver the highest quality visitor services	5	431	5	439	0	8
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	1	48	1	50	0	2
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented.	0	0	1	249	1	249
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.	5	476	5	490	0	14
Total	15	1,386	19	1,900	4	514

BACKGROUND AND CONTEXT

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

programs to advance the Institution's objectives and acquaints the public with research, exhibitions, public programs, and other activities of the Smithsonian by working with the news media and by issuing materials for staff and the public.

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

For FY 2005, the estimate includes an increase of 4 FTEs and \$476,000 for a Web content program and \$38,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (7 FTEs and \$672,000)

- Increase by 10% an outreach campaign to target traditionally underserved audiences, including radio stations (in English and Spanish), weekly newspapers that serve these communities, alternative weeklies, posters, and newsletters
- Through the Web Content Unit, develop a plan for collecting, analyzing, and reporting use and evaluations of the central website, and general measures of Institution-wide Web use, to improve Web programming
- Increase links to and between Smithsonian units' sites by 15%, and increase the number of website visitor sessions to the central site by 20%
- Redesign the central Smithsonian website to create a lively, exciting, and unified Web presence that is responsive to visitor needs and interests and extends the reach of the current Web presence
- Design and implement Web content to better serve the Web-visiting public, making it easier to plan visits to museums, learn about Smithsonian resources, and become involved with the Institution

Deliver the highest quality visitor services (5 FTEs and \$439,000)

- Continue to provide accurate and timely information on events, activities, and exhibitions through 14 information desks and the Telephone Information desk
- Update visitor information at least once daily
- Recruit 110 new volunteers to accommodate the new visitor information desk at the National Museum of the American Indian and normal volunteer attrition
- Keep the VIARC sections of the Smithsonian website updated and accurate

Strengthened Scientific Research

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

- Recruit approximately 550 Behind-the-Scene Volunteers in FY 2005 to assist Smithsonian units in performing research

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results oriented (1 FTE and \$249,000)

- Through the Web Content Unit, establish an Institution-wide set of guidelines for Web content quality, and compliance with Smithsonian privacy and accessibility policies
- Create pan-Institutional content for the website that emphasizes connections among exhibitions, collections, and other offerings at the Smithsonian

Maintain mutually beneficial relations with the news media and with federal, state, and local governments (5 FTEs and \$490,000)

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

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of \$514,000 and 4 FTEs. Included are an increase of \$38,000 for necessary pay for existing staff, justified in the Non-discretionary Costs section of this budget, and a program increase of 4 FTEs and \$476,000 to support operation of a Web Content Unit. The increases are as follows:

- (+ \$342,000, + 4 FTEs) This increase is necessary to enable OPA to hire qualified staff to operate a new Web Content Unit. Positions to be funded include director, program manager, program assistant, and a content developer. This unit will increase the quality and reach of the Smithsonian Web presence by providing content oversight on the central website, maintaining guidelines and standards, systematically monitoring and assessing audience needs and use patterns, developing new Web content and features, and planning and implementing a strategic approach for Smithsonian Web communication.

- (+ \$134,000, + 0 FTEs) This one-time funding will be required to support the operation of the Web Content Unit. Included are funds for office furniture, computers, software, supplies, training, and travel (\$34,000), and funding for contracted design services (\$100,000).

If the FY 2005 requested increase is not allowed, the maintenance and growth of the Institution's central website will revert to the current minimal conditions, and pan-Institutional issues such as setting policy on updates, domain names, promotion of Smithsonian programs on the site, and accessibility guidelines will remain unaddressed. The Institution will continue to employ a site design that requires considerable technical expertise to update; it will still be difficult to train content providers to produce and post updates; and it will remain difficult to fit new features such as Smithsonian science and research into the current central website structure. Without this unit, the website will continue to present multiple, self-contained museums rather than an integrated whole Smithsonian. The Institution will lose a catalyst for improving the quality and quantity of online offerings, the ability to create a single unified marketing plan for its online presence, and the cost savings involved with sharing technology, expertise, and software purchases.

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 2003 ESTIMATE	0	5,967	0	0	0	0	0	0
FY 2004 ESTIMATE	0	6,195	0	0	0	0	0	0
FY 2005 ESTIMATE	0	6,195	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	1,185	0	1,185	0	0
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	1,706	0	1,706	0	0
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	0	3,304	0	3,304	0	0
Total	0	6,195	0	6,195	0	0

BACKGROUND AND CONTEXT

In 1993, Congress approved and permitted the Smithsonian to reallocate funds to create two Institution-wide funding programs: one to support the units' needs for state-of-the-art research equipment, and the other to address information technology needs across the Institution systematically. 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, collections acquisitions, exhibitions, and educational programming.

Institution-wide programs consist of the following pools: Latino Initiatives pool, Research Equipment pool, and Information Resources Management (IRM) pool.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the Latino Initiatives pool continues to support research, collections, public and educational programs, and exhibitions. These activities will generate and advance knowledge and understanding of the contributions of Latinas and Latinos to U.S. history, culture, arts, music, and science at a national level. The Institution has \$1,185,000 in its current base for these initiatives. These funds are dispersed annually to Smithsonian units on a competitive basis, with an emphasis on projects with the potential to attract matching and, ultimately, sustaining funds from nonappropriated sources.

The goal of Strengthened Scientific Research will be addressed by providing funds from the Research Equipment pool to purchase state-of-the-art equipment to perform cutting-edge scientific research or for equipment required to carry out historical research and conservation projects. The Research Equipment pool continues to be essential for the science units and research departments of the museums to replace outdated research equipment with new technology or to replace standard equipment that is broken or has outlived its usefulness. The current base funding for the research equipment pool is \$1,706,000. The federal base is often leveraged with external support, multiplying the funds available.

In FY 2005, the goal of Enhanced Management Excellence will be addressed by primarily focusing Information Resources Management pool resources on upgrades and enhancements to the Smithsonian's information technology infrastructure, enhancements to the applications and data content of Collections Information Systems in the museums, and making the data content available to the public via the Web.

The base amount for the IRM pool is \$3,304,000. In FY 2005, the Institution proposes to continue to use \$1,846,000 of this amount to support the Managed Information Technology Infrastructure initiative, which is justified under the Administration line item. Annual performance goals related to this portion of the IRM pool funds are also included there.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (0 FTEs and \$1,185,000)

- Co-produce programs that will benefit audiences in Washington DC as well as affiliate museums nationwide through partnerships with community organizations and the affiliate museums
- Continue to establish baseline data to determine if underserved audiences are being reached in FY 2005 by Latino-pool funded initiative

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (0 FTEs and \$1,706,000)

- Replace, upgrade, and acquire cutting edge technology to support the Smithsonian's research mission and four scientific themes, and to address problems and recommendations identified in the 2003 Science Commission Report
- Increase the capacity to digitize and make available a wide range of archival documents, including photographs, and increase access to these documents to researchers around the world via the Web
- Increase capability to perform research in the arts such as the study of carbon pigments and Chinese jade and analysis of bronze samples, as well as conservation of collections

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (0 FTEs and \$3,304,000)

- Enhance Smithsonian Collection Information Systems and make the data content available to the public through the Web

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 2003 ESTIMATE	35	2,571	3	265	0	0	0	0
FY 2004 ESTIMATE	35	2,659	2	232	0	10	0	1
FY 2005 ESTIMATE	35	2,764	1	175	0	40	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	31	2,407	31	2,500		93
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	4	252	4	264		12
Total	35	2,659	35	2,764	0	105

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, the estimate includes an increase of \$105,000 for necessary pay for staff under this line item.

MEANS AND STRATEGY

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

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

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

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

OEC has two objectives that support the Institutional goal of Enhanced Management Excellence:

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (31 FTEs and \$2,500,000)

- To improve the exhibition planning process at the Smithsonian Institution, expand OEC consultation and exhibit planning services by 10% over FY 2002 levels
- Expand and improve project management capability and resources by 10% over FY 2003

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (4 FTEs and \$264,000)

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at all staff meetings
- To better serve the needs of the public, actively support the diversity goals of the Institution, aiming to increase diversity workforce initiatives, including internships, by 10% over FY 2002 levels

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 2003 ESTIMATE	0	4,968	0	0	0	0	0	0
FY 2004 ESTIMATE	0	5,000	0	0	0	0	0	0
FY 2005 ESTIMATE	0	5,000	0	0	0	0	0	0

STRATEGIC GOALS: STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	5,000	0	5,000	0	0
Total	0	5,000	0	5,000	0	0

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to conduct research to increase understanding of the origin and nature of the universe and to communicate this information through publications, teaching, and public presentations.

To meet the goal of Strengthened Scientific Research, SAO uses its multi-year funding from the Major Scientific Instrumentation line item to develop large-scale instrumentation projects that enable Smithsonian scientists to remain at the forefront of their fields. Currently funded through this line item are two SAO projects: the development of an array of submillimeter telescopes (SMA) and its instrumentation on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins, Arizona. Because of the magnitude of the costs and the time required to fabricate

major new instruments and to reconfigure existing ones, the Institution requests funding for these projects to be available until expended.

MEANS AND STRATEGY

The SMA currently combines the light from five out of its final total of eight submillimeter telescopes at three different frequencies, simulating the resolving power of a much larger telescope. Notable among the results in FY 2003 was the publication of the first paper in a refereed journal, which described the temporal variability of the radio source that surrounds the black hole in the center of our galaxy. Another focus of research has been the study of the distribution of molecular gas in nearby spiral galaxies. While optical images trace the stars in the galaxies, the SMA image highlights the molecular clouds where the next generation of stars is being born. FY 2005 base resources will be used to continue work on three sets of receivers for the SMA. These receivers are necessary to allow observations at key frequencies at which the SMA will operate and to allow polarization measurements, both of which provide critical information on properties of the low-temperature universe. The polarization signature of the submillimeter wavelength emission from the center of our galaxy provides a unique means to determine how much material is flowing onto the massive black hole located there, which is important in understanding the evolution of our own galaxy and of galaxies in general.

FY 2005 base resources will also be used to continue the development of two key instruments for the converted MMT: Binospec and MMIRS. Binospec is a wide field optical spectrograph that will allow scientists to study how galaxies have evolved over 75 percent of the universe's lifetime. MMIRS is a powerful infrared camera and spectrograph that will allow scientists to penetrate the obscuring dust that veils star-forming regions in our own galaxy and distant galaxies. Understanding how stars form throughout time and space is a key goal of modern astrophysics, which is the key to understanding our origins.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (0 FTEs and \$5,000,000)

- For the Submillimeter Array, commission a full set of receivers to cover the 300-420 GHz band. This coverage will provide access to the little-explored band above 360 GHz, which contains numerous spectral lines of great importance to the understanding of the astrochemistry of the interstellar medium. These receivers will also

give the SMA the ability to measure the polarization of cosmic signals, which provide key information on the physical processes taking place in astrophysical systems.

- For the MMT, complete the design of Binospec to a level sufficient to conduct a critical design review in preparation for the construction phase
- For the MMT, complete the design of MMIRS to a level sufficient to conduct the preliminary design review

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 2003 ESTIMATE	45	2,453	0	0	0	0	0	0
FY 2004 ESTIMATE	28	1,678	0	0	0	0	0	0
FY 2005 ESTIMATE	28	1,741	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Improve the stewardship of the national collections	28	1,678	28	1,741	0	63
Total	28	1,678	28	1,741	0	63

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, the estimate includes an increase of \$63,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to provide more reliable environmental conditions by properly maintaining equipment and upgrading facilities to meet laboratory requirements for conservation needs. Further, in FY 2005, funds will be used to prepare collections stored in alcohol and other fluids for relocation from the Natural History Building (NHB) on the Mall to MSC and to relocate to MSC dry collections related to these fluid collections.

Included in the Smithsonian's FY 2005 Facilities Capital request is \$18 million to construct MSC's Pod 5 to safely store the Museum's valuable biological collections currently stored in alcohol in NHB.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections for present and future generations (28 FTEs and \$1,741,000)

- Prepare the vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids for relocation from the Natural History Building to the Museum Support Center. These collections total 11,175 specimens
- Ensure the safety of staff and collections by addressing all recommendations from annual Management Evaluation and Technical Reviews
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers) and pest control practices
- Improve accessibility of collections for researchers by enhancing electronic access through upgraded infrastructure such as wireless computer access, imaging, communications and electronic conference capabilities
- Continue to enhance transportation services to improve accessibility of collections, and improve shipping and receiving procedures to better integrate services between NHB and 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 2003 ESTIMATE	22	1,601	2	140	1	171	0	0
FY 2004 ESTIMATE	23	1,664	2	140	1	181	0	0
FY 2005 ESTIMATE	23	1,732	2	140	1	186	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	570	8	594	0	0
Improve the stewardship of the national collections	13	857	13	895	0	0
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	2	237	2	243	0	0
Total	23	1,664	23	1,732	0	68

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and a steward of the national collections.

To achieve the goal of Increased Public Engagement, SIA will ensure institutional accountability; enhance public appreciation of a great national treasure; and serve the Smithsonian community, scholars, and the general public by appraising, acquiring, and preserving the records of the Institution and related documentary materials; establishing policies and providing guidance for management of the national collections; offering a range of

reference, research, and records services; and creating products that promote understanding of the Smithsonian and its history.

For FY 2005, the estimate includes an increase of \$68,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2005, SIA will be focused on moving staff and collections from the Arts and Industries Building, which will be closed, to a new location (see Facilities Capital account for further discussion of this project). If funds are available, SIA collections from other locations will also be consolidated in the new space.

In addition to this major activity, SIA will continue efforts to provide online access to research information; collaborate fully with units—such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Services (SCEMS), and the Affiliations Program—that serve broad external audiences; and set standards and provide support for the Smithsonian collections management community, in support of Increased Public Engagement.

SIA will also solidify the ongoing operation of a conservation laboratory initiated in FY 2003 to meet the conservation needs of the Smithsonian archival community. Resources will also be dedicated to presentations and publications that focus on the Institution's history as well as focused activity to capture and preserve electronic records (such as websites and email) that are key sources of Institutional information today and Smithsonian history tomorrow.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Strengthen the high caliber of Smithsonian scholarship in support of public programs (8 FTEs and \$594,000)

- Make readily available information about the world and life of the Smithsonian's first Secretary by publishing volume 10 and completing 50% of the text editing for volume 11 of *The Papers of Joseph Henry*
- Conduct a minimum of 6 public presentations on Smithsonian history drawn from SIA's collections to reveal to local, non-scholarly audiences the wealth of information in the Smithsonian Archives

- Support the Smithsonian Center for Education and Museum Studies' efforts to reach teachers and non-Smithsonian museum professionals by providing at least 1 instructor for 2 annual SCEMS workshops
- Give at least 6 lectures on Smithsonian history through the Affiliations Program and The Smithsonian Associates
- Increase by 5% the records in the Smithsonian Legal History database, the Smithsonian Image database, the History of the Smithsonian Bibliography, and the Smithsonian Chronology to enhance online access to Institutional information

Improve the stewardship of the national collections (13 FTEs and \$895,000)

- Manage risk, assure Institutional accountability, and ensure efficient use of office space by conducting surveys and creating records schedules for the Smithsonian American Art Museum, Office of Contracting, and Office of Protection Services
- Provide greater public access to information about SIA's holdings by completing the digitization and placement online of all SIA finding aids and add 200 new records to Smithsonian Research Information System
- Assist a minimum of five units with revisions of their Collections Management Policy

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$243,000)

- Ensure the future availability of records in electronic form (including email, collections information systems, word-processed documents, and digital images) through development of a fully operational preservation system
- Develop a pan-Institutional information system to capture routine collections management data and support the central Performance Management Information System

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 2003 ESTIMATE	109	8,453	11	962	1	488	0	0
FY 2004 ESTIMATE	111	8,813	10	937	0	2,081	0	0
FY 2005 ESTIMATE	111	9,279	10	920	0	471	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	64	1	65	0	1
Expand a national outreach effort	2	138	2	143	0	5
Strengthen the high caliber of Smithsonian scholarship in support of public programs	20	1,658	20	1,709	0	51
Improve the stewardship of the national collections	65	5,057	65	5,408	0	351
Strengthened Scientific Research:						
Develop the intellectual component of the collections by performing collections-based studies	12	1,032	12	1,064	0	32
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	7	578	7	597	0	19
Modernize the Institution's financial management systems and functions	2	146	2	151	0	5
Modernize the Institution's information technology systems and infrastructure	1	58	1	59	0	1
Ensure that Smithsonian workforce is efficient, collaborative, committed, and innovative	1	65	1	66	0	1
Recruit, hire, and retain a diverse workforce and promote equal opportunity	0	17	0	17	0	0
Total	111	8,813	111	9,279	0	466

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) was established to support the research, curatorial and exhibition activities of the Smithsonian by providing and organizing pertinent information sources. To that end SIL acquires, organizes, and delivers scholarly, scientific, and educational resources and information in all forms, including electronic. SIL anticipates the need for information appropriate to the Institution's priorities and fills inquiries from the government, universities, researchers, and the public worldwide. SIL exhibits and interprets its collections and sponsors educational activities for a broad audience through public programs and publications.

For FY 2005, the estimate includes a program increase of \$200,000 to purchase electronic resources and cover the annual inflation rate and an increase of \$266,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2005, SIL will address the Smithsonian goal of Increased Public Engagement by providing high-quality, timely information services directly to the Smithsonian community and the public from libraries located in museums and research institutes and through the Internet. SIL continues to be the primary vehicle for providing journals and other critical information to Smithsonian researchers. SIL staff will build and refine collections with a focus in FY 2005 on service to the National Air and Space Museum Udvar-Hazy Center, the Center for Latino Initiatives and the National Museum of the American Indian (NMAI) Mall Museum. SIL will continue to maintain exchanges of books and journals with more than 4,000 institutions worldwide and borrow and lend books as a substitute for buying crucial titles.

The Libraries' online catalog is accessible through the Smithsonian Institution Research and Information System (SIRIS). SIL will enhance its collections information system by adding records to SIRIS for newly acquired titles, holdings data on backfiles of journals, and serials check-in records for currently received issues. SIL will continue a vigilant program of collection maintenance through binding, general collections repair, microfilming, and photocopying.

In FY 2005, SIL will share national treasures with the public through its ongoing program of well-regarded book exhibitions, lectures, and symposia. SIL will open an exhibition on *Book Illustration*. Planning has

begun for a traveling exhibition entitled *Doodles, Drafts and Designs*, scheduled to travel to 12 venues during 2005. This exhibition will make a small segment of SIL's trade literature collection better known. Both the Baird and Dibner Scholarship programs will aid SIL in building collaborations with scholarly programs both in the Institution and elsewhere.

SIL will increase electronic content, such as digitized scientific-instruments trade literature and online exhibitions to the public through its website, *Galaxy of Knowledge*. SIL intends to continue reviewing user satisfaction with its website and will implement enhancements accordingly.

To achieve the goal of Strengthened Scientific Research, SIL will retain information in science as a priority in FY 2005. SIL has already shifted spending within collections management in an attempt to sustain its outstanding collections in support of scientific research. SIL will continue to support science by providing state of the art reference services, administering the Scientific Translations publications program, acquiring new electronic resources, organizing Web resources in the sciences and training researchers to use electronic resources efficiently and effectively.

The expansion of online tools—such as the electronic *Biologia Centrali-Americana* and the electronic *United States Exploring Expedition* begun in 2002—will continue to give scientists the documentation they have sought for their research and will bring to light underutilized resources for scientific research.

SIL provides centralized administrative support so each library can focus on service to its clientele. In FY 2005, staff will actively seek to achieve Enhanced Management Excellence by building increased diversity of the library workforce, implementing a new integrated library system, expanding digital production and reviewing SIL unit costs and productivity against benchmarks.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE, \$65,000)

- Open one new exhibit to increase knowledge of the contribution that Smithsonian publications have made to the publishing of scientific illustrations
- Increase visitor attendance by implementing 20% of visitor comments

Expand a national outreach effort (2 FTE, \$143,000)

- Reach a wider audience and increase knowledge of rare SIL materials through website upgrades, as measured by an increase from 3.2 million to 4 million hits
- Enhance *SIL on Display* and *Galaxy of Knowledge* websites
- Partner with SITES and NMAH on traveling exhibit entitled *Doodles, Drafts and Designs*, scheduled to travel to 12 venues in FY 2004–2005

Strengthen the high caliber of Smithsonian scholarship in support of public programs (21 FTE, \$1,709,000)

- Complete the establishment of the full range of library services for the NMAI Mall Museum and the Center for Latino Initiatives
- Hold annual Dibner and Baird public lectures and publish the Dibner lecture to present research based on SIL collections to a broad audience

Improve the stewardship of the national collections (65 FTE, \$5,408,000)

- Improve access to SIL's unique special collections through increased cataloging of trade literature collections and art libraries' vertical files by 10% more than FY 2004
- Increase access to SIL's collection by adding holding information to SIRIS on backfiles of journals by an additional 25% of collection holdings, with 50% of libraries completed by the end of 2005
- Increase public service by completing installation of HVAC and compact shelving at 1111 North Capitol, reshelving the entire collection in classification order
- By reorganizing technical services, increase productivity in acquisitions, cataloging, and preservation by 10% over the 2004 level

Strengthened Scientific Research

Develop the intellectual component of the collections by performing collections-based studies (12 FTE, \$1,064,000)

- Enhance electronic *Biologia Centrali-Americana* through full text conversion to allow full-text searching and linking to external databases.
- Expand electronic *US Exploring Expedition* to increase knowledge of an important 19th century scientific expedition and related collections through addition of links from the text to museum collections objects
- By organizing and providing links to the Internet by at least 10% above the FY 2004 level, increase access to electronic science resources

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (7 FTE, \$597,000)

- Provide remote access to licensed databases for Smithsonian staff after resolution of security issues
- Respond to issues raised in FY 2004 survey given to library patrons
- Implement additional features of automated inter-library loan services including direct online patron requests, automatic notification of receipt and overdue materials, and seamless interface to bibliographic databases for borrowing and lending

Modernize the Institution's financial management systems and functions (2 FTE, \$151,000)

- Expand the use of the purchase card by making its use mandatory for routine supplies, equipment, shipping, interlibrary loan and some categories of library materials
- Implement new Enterprise Resource Planning system modules including Personnel and Travel

Modernize the Institution's information technology systems and infrastructure (1 FTE, \$59,000)

- Implement acquisitions and cataloging modules of new integrated library system to continue acquiring and cataloging library materials without delays
- Enter more than 6,000 manual records into SIRIS to complete conversion of serial check-in records to online records

Ensure that the Smithsonian's workforce is efficient, collaborative, committed and innovative (1 FTE, \$66,000)

- Improve supervisory training and expand staff skills by cross training at least two staff and ensuring that supervisors follow established training schedules
- Complete studies of comparability of SIL's organizational structure and pay levels to other institutions to ensure that technicians will be at appropriate grade levels

Recruit, hire, and retain a diverse workforce and promote equal opportunity (0 FTE, \$17,000)

- Improve diversity of staff, by increasing qualified African-American and Hispanic application pool for vacancies in SIL by 5%

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of \$466,000. Included are an increase of \$266,000 for necessary pay for existing staff and an increase of \$200,000 to build and maintain collections that support program and research priorities of the Smithsonian, as follows:

- (+ \$200,000) This increase is to purchase electronic resources and to both strengthen and maintain SIL's collections of electronic resources, books, and journals and to cover the annual inflation rate for these materials. Of this total increase, \$100,000 is to purchase much-needed electronic journals and databases and \$100,000 is both to absorb an annual inflationary increase of 5–9% (\$45,000-\$90,000) on its entire journal budget, and to add important new titles with remaining funds.

If the FY 2005 request is not allowed, SIL will cancel more existing print subscriptions, forgo many requested subscription electronic resources such as *Web of Science*, and reduce book expenditures further. These actions will adversely affect the research support for all Smithsonian units.

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 2003 ESTIMATE	334	60,601	176	25,268	2	850	0	0
FY 2004 ESTIMATE	340	64,687	202	25,841	1	1,495	0	0
FY 2005 ESTIMATE	344	72,355	201	25,753	1	422	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	6	510	6	527	0	17
Expand a national outreach effort	9	720	9	744	0	24
Develop and bring first-class educational resources to the nation	1	132	1	137	0	5
Improve the stewardship of the national collections	11	877	11	908	0	31
Strengthened Scientific Research:						
Provide focus for the Institution's science resources	8	1169	8	1405	0	236
Conduct focused, scientific research programs that are recognized nationally and internationally	0	0	0	200	0	200
Develop the intellectual component of the collections by performing collections-based studies	0	0	0	50	0	50
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	69	7,995	70	8,488	1	493
Modernize the Institution's financial management systems and functions	25	2,338	25	2,417	0	79
Modernize the Institution's information technology systems and infrastructure	105	37,937	105	43,410	0	5,473
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	66	9,594	66	10,248	0	654
Recruit, hire, and retain a diverse workforce and promote equal opportunity	11	1,080	11	1,098	0	18
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	455	5	470	0	15
Complete major construction projects now underway	21	1,475	24	1,838	3	363
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	3	405	3	415	0	10
Total	340	64,687	344	72,355	4	7,668

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the Office of the Secretary, the Under Secretaries for American Museums and National Programs and Science and the Director of the International Art Museums Division, as well as the central administration activities of human resources, diversity, government relations, financial management, information management, contract management, and legal services.

For FY 2005, the estimate includes a net increase of 4 FTEs and \$7,668,000, including an increase of \$1,572,000 for necessary pay for existing staff funded under this line item (which includes an increase of \$454,000 for workers' compensation); a decrease of \$3,676,000 associated with the redirection of development costs to operations and maintenance for the Enterprise Resource Planning System, and a decrease of \$247,000 for the consolidation of the Institution's application servers as discussed under the Non-recurring Costs section of this justification; a decrease of \$151,000 associated with communications which is justified in the Non-discretionary Costs section of this budget, and an increase of 4 FTEs and \$10,170,000 for programmatic increases.

MEANS AND STRATEGY

The Institution will employ appropriate management strategies to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and are key to performing the Smithsonian's mission of connecting Americans to their history and heritage, and promoting innovation, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by attracting, recruiting, and retaining leaders possessing superior talent.
- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian's comprehensive workforce analysis study. Modernize human resource management processes and systems to support responsiveness to employee and employer needs.
- Employ state-of-the-art, secure information systems to modernize financial, human resources, collections, and facilities management

processes by continuing to implement modules of a commercial Enterprise Resource Planning (ERP) system; continue to make improvements in the network security infrastructure; continue a 4-year replacement cycle for desktop workstations; and consolidate application servers.

- Enhance the Institution's collections management capability in FY 2005, by replacing the Smithsonian Research Information System (SIRIS) commercial product Horizon with a new commercial product that provides additional critical functionality.
- To support research on animal conservation, environmental monitoring, and landscape modification, create three Geographic Information System (GIS) nodes to enable scientists to conduct pan-Institutional research; have access to the latest analytical tools; collect data in a broader, natural context; gather continuous data on a greater number of variables; and provide greater data sharing. With leadership in electronic data collection, researchers at the Smithsonian will be able to concentrate more on interpretation, making the Institution even more attractive as a place for top scientists and for private grants.
- Develop, implement, and monitor an efficient, effective internal management control program for the Institution's procurement programs (contracts, purchase orders, and purchase cards) and to develop and sustain procurement policies, training, and oversight. This will enable the Smithsonian to comply with the President's Management Agenda initiatives on Competitive Sourcing, Performance-based Service Contracting and E-Commerce.
- Maintain and upgrade the Institution's communications infrastructure to provide reliable, cost-effective voice and data communications systems in support of the Smithsonian missions.
- Meet federal requirements for timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the ERP effort.
- Facilitate accomplishment of the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

***Offer compelling, first-class exhibitions and other public programs
(6 FTEs and \$527,000)***

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities

Expand a national outreach effort (9 FTEs and \$744,000)

- Establish dialogue with all Smithsonian unit and museum directors to develop and expand public programs highlighting Latino Collections, and increase by 50% online information concerning Latino research, programs, and educational opportunities
- Improve the outreach database and associated reporting structures so that it provides the capability for input and output from all outreach units in the Institution
- Increase outreach through multiple means, from enriching databases and current public programs to Web-based initiatives, depending on audience trends and needs

Develop and bring first-class educational resources to the nation (1 FTE and \$137,000)

- Design and administer visitor surveys to refine the Affiliates Program and develop marketing goals, strategies, and specific activities aimed at increasing visitorship

Improve the stewardship of the national collections (11 FTEs and \$908,000)

- Develop an automated Smithsonian Photo Collections System in order to preserve and make available to the public the Institution's photo collections

Strengthened Scientific Research

Provide focus for the Institution's science resources (8 FTEs and \$1,405,000)

- Continue with the implementation of the Science Commission recommendations as endorsed by the Board of Regents
- Develop and produce a five-year strategic plan for the four scientific themes as recommended by the Science Commission
- Establish pan-Institutional research efforts that provide a broader scope to problems involving biodiversity, global change, and animal conservation

Conduct focused scientific research programs that are recognized nationally and internationally (0 FTEs and \$200,000)

- Utilize remote sensing data for inclusion in GIS to understand global change and landscape modification in the United States, Amazon, central Africa, and the Far East
- Continue using peer-reviewed proposal process to support research personnel and collections

Develop the intellectual component of the collections by performing collections-based studies (0 FTEs and \$50,000)

- Incorporate into GIS in an environmental context the collections of NZP in order for researchers to consider the factors affecting the dynamics of an ecosystem or species

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (70 FTEs and \$8,488,000)

- 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 and exploit modern technology, and are responsive to unit needs
- Incorporate results-based assessments into the Institution's strategic and financial decision-making processes
- Improve responsiveness to Institutional units, including responding to training needs
- Strengthen management services in support of the Institution's mission including initiatives included in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, ten best museum and/or research practices
- Establish, meet, and exceed standard tasks and time frames for major construction and major exhibition design and fabrication of projects consistent with best business practices
- Provide state-of-the-art GIS capabilities for accessing data relevant to animal conservation, environmental monitoring, and landscape evolution that can be accessed by Smithsonian scientists and the public over the Internet

Modernize the Institution's financial management systems and functions (25 FTEs and \$2,417,000)

- Support the implementation of the Enterprise Resource Planning financial modules by identifying requirements and documenting reengineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits

Modernize the Institution's information technology systems and infrastructure (105 FTEs and \$43,410,000)

- Upgrade the Smithsonian network infrastructure to ensure that it will operate without interruption should there be a hardware or software failure or if a system component is compromised, and reliably identify authorized users and screen out intruders
- Replace 25 percent of the Institution's desktop, graphics, and scientific workstations and printers

- Implement the budget, contracts, grants and billing, HR personnel processing, basic benefits, awards, unit personnel processing, training administration, Equal Employment Opportunity complaint tracking, employee relations, and labor relations modules to continue deployment of the Enterprise Resource Planning System
- Replace the Smithsonian Institution Research Information System commercial software product with one that provides additional critical functionality to enhance the Institution's collections management capability
- Design and implement a new Smithsonian website to make use of Web content management and portal functions and establish a Web infrastructure integrated with the security and backup recovery infrastructure to eliminate multiple, incompatible, and unsupportable Web infrastructure initiatives
- Support the relocation of the Arts and Industries Building data center
- Replace telephone systems at the Museum Support Center, National Zoo, Garber Center, Anacostia Museum, Smithsonian Marine Station, North Capital Street building, Smithsonian greenhouses, and for the staff now in the Arts and Industries Building at a new location
- Provide-state-of-the-art databases on information related to animal conservation, environmental monitoring, and landscape evolution for inclusion in GIS

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (66 FTEs and \$10,248,000)

- Build a cooperative environment among all Smithsonian staff through increased communication and emphasizing each person's contribution to the Institution's special mission
- Provide quality human resources services to a dynamic, widely diverse population using modern techniques and best practices
- Implement the Workforce Restructuring Plan Institution-wide in order to effect organizational changes designed to streamline and leverage the Institution's workforce

Recruit, hire, and retain a diverse workforce and promote equal opportunity (11 FTEs and \$1,098,000)

- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and woman-owned businesses

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$470,000)

- Increase contacts initiated by the Institution by 10 percent

Complete major construction projects now underway (24 FTEs and \$1,838,000)

- Perform all contract management activities that support major capital facilities projects and exhibitions, including pre-contract, contract negotiation, and post-contract award activities, and warranty and contract close-outs

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (3 FTEs and \$415,000)

- Annually present and justify federal budget submissions to OMB and Congress

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$7,668,000 and 4 FTEs. Increases associated with necessary pay and worker's compensation, \$1,572,000, and a decrease for communications of \$151,000 are justified in the Non-discretionary Costs section of this budget. The Smithsonian is requesting program increases of \$10,170,000 to provide additional support for the Enterprise Resource Planning System and improvements in network security infrastructure; establish a Web infrastructure and mechanism to maintain pan-Institutional Web content; continue four-year desktop replacement cycle; implement a pan-Institutional Photo Collections System; replace the Smithsonian Institution Research Information System (SIRIS) software and fund software license maintenance for the Art Collections Information System (ArtCIS); implement a Geographic Information System (GIS); implement and monitor additional compliance with President's Management Agenda initiatives, purchase card management, a Smithsonian-wide procurement training program, and a comprehensive contract career-enhancement training program. These increases are offset by reductions of \$3,676,000 associated with the redirection of development costs to operations and maintenance for the ERP and \$247,000 for the consolidation of the Institution's applications servers as discussed under the Non-recurring Costs section of this justification. The increases are as follows:

- (+ \$3,687,000) This request shifts previous funding from system development to operation and maintenance for the Enterprise Resource Planning System for implementation of the procurement management system, and operations of all the ERP modules deployed through 2005.

- (+ \$165,000) The increase is needed to upgrade the Smithsonian network security infrastructure to ensure that it will continue to operate without interruption should there be a hardware or software failure or if a system component is compromised, and that it can reliably identify authorized users and screen out intruders.
- (+ \$1,736,000) To eliminate multiple, incompatible, and unsupported Web infrastructure initiatives, funding is requested to design and establish a Web and digital asset management infrastructure for the Institution, integrate it with the security and backup recovery infrastructure, and make use of Web content management and portal functions.
- (+ \$500,000) This increase is to establish a mechanism for producing and maintaining pan-Institutional Web content, developing an over-arching online strategy, and ensuring accountability from the numerous content providers dispersed throughout the Smithsonian. This increase is related to the Web content unit request discussed in the Communications section of this budget.
- (+ \$850,000) This increase will allow the Institution to continue a 4-year replacement cycle of desktop, graphics, and scientific workstations and printers.
- (+ \$756,000) An increase is requested to support the implementation of a pan-Institutional Photo Collections System for the Institution's 2 million analog and digital photographs currently managed in 19 different desktop logs. These systems are incompatible and in many cases have failed due to hardware and software that are no longer supported by the vendor.
- (+ \$1,150,000) This increase is requested to replace the Smithsonian Institution Research Information System commercial software product Horizon with a new commercial product that provides additional critical functionality to enhance the Institution's collections management capability. SIRIS currently lacks critical functionality to index and retrieve archive and library records with non-Roman characters, support archival collections management, conduct concurrent searches of multiple databases, and generate XML format from SIRIS records. Furthermore, the hardware vendor has announced that it will not support this hardware beyond March 2004.
- (+ \$81,000) An increase is requested to fund the annual software license maintenance costs for the Art Collections Information System (ArtCIS). The maintenance fees provide upgrades to the system as they are released. These funds will also cover patches to correct bugs in the system, and telephone and email support to the Institution's users.
- (+ \$800,000) An increase of \$400,000 is requested for database servers for a GIS to purchase a terabyte server and operating system to support the three GIS nodes of animal conservation, environmental monitoring, and landscape modification databases. Eventually each node will house

two servers that will be replaced on a two year cycle. An increase of \$200,000 is requested to purchase academic site software licenses used by scientists to support a variety of GIS programs and to pay for annual training for scientists to stay current on developments in GIS technology. Additional funds of \$200,000 are requested to support the cost of field equipment, such as global positioning satellite receivers and animal tracking collars, and supplies, such as storage devices and backup tapes.

- (+ \$198,000, + 2 FTEs) These positions will support the Institution in responding to three government-wide initiatives contained in the President's Management Agenda: competitive sourcing, performance-based service contracting, and e-commerce in contracting. In order to effectively develop, implement, and monitor compliance with these complex and critical programs throughout the Institution, one FTE will assist with the Fair Act Inventory and Competitive Sourcing program implementation and management, and a second FTE will assist with performance-based service contracting and E-commerce.
- (+ \$113,000, + 1 FTE) To provide a contract specialist for the Office of Contracting, to support the expanded workload related to the Institution's facilities revitalization and construction project activity.
- (+ \$49,000, + 1 FTE) The purchase card program at the Smithsonian Institution was implemented during the last quarter of FY 2000 and management and oversight of the program has always been a collateral duty. This FTE will support the expansion in the number of purchase cardholders, increased number and dollar value of transactions, and reduce the risk of fraud and abuse that is inherent to the program. It will provide more effective and efficient card program maintenance, annually recertify cards, initiate and terminate cards, validate setup in PeopleSoft and confirm user access, provide help-desk assistance to cardholders and approving officials, and assist with training new purchase cardholders.
- (+ \$55,000) These resources are required to fund the annual Smithsonian-Wide Procurement Training Program. Changes in procurement laws and regulations and attrition of staff working in procurement require that a sustained, annual procurement training program be administered.
- (+ \$30,000) The change in the workforce, due mainly to the retirement of senior staff members, requires a comprehensive career-enhancement training program to ensure that entry-level contract specialists are prepared to execute ever-changing federal acquisition laws, regulations, and processes.

If the FY 2005 request is not allowed, the Institution will not be able to meet an expanding contract award and administration workload, ensure that a skilled staff is available to assist in acquisition planning and to select,

negotiate, and award contracts to qualified contractors through a competitive process. Delays in correcting the backlog of revitalization requirements would result in more system failures and increase future costs; risks for fraud and abuse in the purchase card program will increase; and responses to initiatives including outsourcing programs, performance-based contracting, and e-commerce will be delayed.

Additionally, the Smithsonian will be unable to replace a significant number of obsolete desktop workstations, resulting in more interoperability problems; the Institution's data networks will be vulnerable to attack, its applications systems and databases will be jeopardized; and information systems will continue to be non-compliant with federal information resources and Federal Information Security Management Act policies. The Institution will not be able to implement an automated, up-to-date photo collections system, without which these treasures are subject to permanent loss due to the fixed life span of the original photographic media. Implementation of the contracts module of the ERP System and replacing the commercial software product and hardware of the Smithsonian Institution Research Information System will be delayed, and lack of funding for the Art Collections Information System will degrade or render the system obsolete. Without increased funding to develop a Web infrastructure and an enterprise solution for content management, the Institution will continue to operate its Web environment with multiple, incompatible solutions, which are more costly to maintain. There will be no centralized mechanism for developing and maintaining Web content or for ensuring accountability from numerous content providers.

Finally, without these requested resources, the Smithsonian's ability to conduct first-class scientific research will be undermined. Scientists will not have the tools necessary to properly analyze data they collect, nor will they be able to compete with scientists at other organizations for funding. This in turn will affect the Institution's ability to achieve the objective of providing the public with a broader understanding of the significance of science and first-class research. Management Excellence will be compromised if the required funds for establishing the GIS nodes and their supporting databases are not provided. These databases will allow Smithsonian scientists to focus their time on data interpretation and not data gathering, which will increase scientific productivity and make the Smithsonian Institution more attractive to top scientists and private donors.

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 2003 ESTIMATE	220	16,911	0	418	0	0	0	0
FY 2004 ESTIMATE	359	40,615	0	400	0	52	0	0
FY 2005 ESTIMATE	385	49,281	0	400	0	16	0	0

STRATEGIC GOALS: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
Execute an aggressive, long-range Smithsonian facilities program	348	37,060	374	45,706	26	8,646
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	11	3,555	11	3,575	0	20
Total	359	40,615	385	49,281	26	8,666

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 maintenance and repair of an infrastructure consisting of more than 450 buildings and structures sited on 19,000 acres (90 acres landscaped and/or hardscape) utilizing 38 miles of perimeter fencing and over 100 lane miles of roads.

The National Research Council (NRC) asserts that 2–4 percent of the aggregate replacement value of facilities in prime condition is an appropriate budget for routine maintenance and repair. An FY 2003 assessment by OFEO estimates the Smithsonian's current replacement value to be

approximately \$4.4 billion. Applying the NRC criterion of 2–4 percent, the Smithsonian’s annual requirement for routine maintenance and repair would be \$88–\$176 million.

For FY 2005, the estimate includes a program increase of 26 FTEs and \$8,012,000 to further facilities maintenance efforts and an increase of \$654,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the Institution’s goal of Enhanced Management Excellence, the Office of Facilities Engineering and Operations has initiated an aggressive long-range Smithsonian facilities maintenance and revitalization program, using a Reliability Centered Maintenance (RCM) approach. RCM is a maintenance philosophy that incorporates the logical and cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. The elements of the program include the following:

- ***Predictive maintenance*** – Vibration analysis, airborne ultrasonic analysis, thermographic scanning, motor-circuit analysis and radiography are a few of the latest technologies that will be implemented to detect impending failure and address causes before failure occurs.
- ***Proactive approach*** – This aspect of RCM gets in front of the operating problems by engineering out the problem beforehand. Root Cause Failure analysis is essential to identify and solve long-standing reliability issues. Engineering adjustments driven into the design of equipment for installation in Smithsonian facilities is a critical area that must have focus for lowest life-cycle costs over time.
- ***Preventive maintenance*** – Maintenance work in this category is cyclic or time-driven. Examples of this work include lubricating machinery, adjusting equipment tolerance, cleaning and adjusting electrical switchgear contacts, inspecting valves, painting, and sealing roofs.
- ***Reactive maintenance*** – Maintenance work is responsive and includes routine repair and replacement of broken parts; spot repairs to roofs, roads, and building exteriors/interiors; repairs to broken water mains; and replacement of broken parts on building systems.
- ***Maintenance work force*** – Improving the skills of the Smithsonian maintenance work force is essential to modernizing our maintenance approach. Extensive training and technology familiarization are required. However, because in-house maintenance forces are not adequate to fully care for all maintenance requirements, maintenance work that is infrequently needed, that requires expensive tools, or requires specialized equipment will most often be done by a contractor who does this work on a regular basis.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (374 FTES and \$45,706,000)

- **Develop a maintenance organization and budget to achieve world-class cultural and scientific facilities**
 - Benchmark with recognized world-class operation and maintenance organizations
 - Measure to show benefits if additional resources are available
 - Establish baseline number of customer requests for assistance and survey customers upon completion of each job to measure satisfaction with service
- **Provide clean, attractive, well-maintained facilities**
 - Develop work processes and document results for interdepartmental offices
 - Publish comprehensive operation and maintenance handbook
 - Increase percent of proactive versus reactive maintenance work
 - Maintain or increase percent of time building temperature and humidity levels are within the normal band
 - Reduce the number of HVAC sensor points out of service
- **Acquire a more effective tool for creating contract packages to improve timely delivery of goods and services**
 - Evaluate possible use of interagency contracts

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (11 FTEs and \$3,575,000)

- Continuously review and update safety and security policies, emergency preparedness plans, and Smithsonian Safety Handbook
- Develop and execute heightened security measures using a variety of methods to keep staff and public informed of current safety issues
- Track safety deficiencies and measure the number of days until corrective action is complete
- Measure the number of crimes against the number of visitors and staff; and decrease the amount of property damage from crime
- Benchmark reportable incident and lost-work-day incident rates against those reported by the Construction Industry Institute
- Measure the number of vertical transportation incidents and mean time between elevator call backs
- Measure the number of false alarms and service calls for fire protection and suppression systems

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of \$8,666,000 and 26 FTEs. Included is an increase of \$654,000 for necessary pay for existing staff, which is justified in the Non-discretionary Costs section of this budget. The request includes a program increase of 26 FTEs and \$8,012,000 to partially attain the critically needed maintenance funding level, ensure optimal (lowest) life-cycle costs for the current plant, and provide the necessary staff and funding required for full-scale maintenance of the new National Museum of American Indian on the Mall. The increases are as follows:

- (+ \$7,600,000, + 21 FTEs) This increase will provide funding for maintenance and administrative support staff (21 FTEs and \$1,783,000) and contractual support (\$5,817,000) to enable the Smithsonian to be in compliance with the National Fire Protection Agency and other life-safety codes; increase the percentage of time environmental conditions are within acceptable tolerance to 90 percent; slow down equipment failures, thereby reducing the risk of collateral damage to artifacts; reduce the risk of electrical fires and equipment outages due to motor control center failure; and improve the reliability and safety of elevators and escalators. The 21 FTEs will provide four maintenance mechanics, three HVAC mechanics, four engineers, two engineering technicians, two electricians, two plumbers, two elevator mechanics, and two program analysts.
- (+ \$412,000, + 5 FTEs) This increase is for salaries and benefits for three HVAC mechanics, one electrician and one plumber (\$345,000 and 5 FTEs), and contractual support (\$67,000) required to support the new National Museum of the American Indian on the Mall, which is opening in FY 2004.

If the FY 2005 request is not allowed, the Smithsonian will not be able to realize the gains from increasing reliability of equipment, reduced maintenance costs, and safer facilities. Artifacts will continue to be at risk to damage by steam trap failures that cause fast increases in humidity levels. The Smithsonian's effort to create more reliable mechanical equipment, reduced energy usage, and a better environment for the artifacts will be deferred. Lack of automated preventive testing and inspection processes will exacerbate inefficient maintenance practices and force much higher lifetime costs. Annual maintenance required for special equipment will not be performed. Maintenance of mechanical spaces will not be performed or will be performed inadequately. This will result in the potential for mold and microbe proliferation, indoor air quality problems, "Sick Building" syndrome, potential hazards to staff and visitors, and loss of energy.

Without additional maintenance funding, the Institution will be required to commit more and more revitalization funds to repair existing equipment and to take emergency measures for sudden failures, reducing the funds available for long-term repair and renovation of facilities. The fewer long-term systems replacements that are accomplished, the more costly short-term repairs will be required to existing, failing equipment. The entire revitalization investment will be degraded prematurely, demanding early replacement of new components and systems. Since many Smithsonian facilities were built over 25 years ago, a lack of funds could result in buildings unfit for occupancy, thereby forcing the Smithsonian to close buildings in part or entirely. Finally, without maintenance resources to support the National Museum of the American Indian, newly installed systems will be inadequately maintained. The long-term ramifications are increased risk of damage to collections and accelerated deterioration of the building systems and building structure.

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 2003 ESTIMATE	1,237	125,170	9	3,190	5	309	0	0
FY 2004 ESTIMATE	1,757	144,220	9	2,963	5	280	0	0
FY 2005 ESTIMATE	1,863	155,392	9	2,953	5	285	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	8	675	8	689	0	14
Enhanced Management Excellence:						
Execute an aggressive, long-range Smithsonian facilities program	592	87,320	611	91,707	19	4,387
Ensure safety and protection of Smithsonian facilities, National Collections, staff, visitors, and volunteers	1,157	56,225	1,244	62,996	87	6,771
Total	1,757	144,220	1,863	155,392	106	11,172

BACKGROUND AND CONTEXT

The Facilities Operations, Security, and Support program operates, maintains, and secures the Smithsonian's physical infrastructure. The program is under the direction of the Office of Facilities Operations and Engineering (OFEO), whose mission is to provide and safeguard a quality-built environment that enables staff to increase and diffuse knowledge and add to the enjoyment of visitors. To achieve the Institution's goal of Increased Public Engagement, OFEO will improve facilities, which are

considered by the public to be world-class cultural and scientific facilities, through pre-defined standards.

Facilities Operations, Security, and Support is the integration of all operational activities not directly related to maintaining the physical infrastructure of the Smithsonian. Resources within this line item support facilities operations, including activities such as custodial work, snow removal, pest control, refuse collection and disposal, grounds care and landscaping, environmental operations and record keeping, fire protection, security services, and central utility plant operations. Also included are facilities planning, architectural/engineering design plans and specification services, as well as related support services such as mail, transportation, and the payment of utilities and central rent. The uniform management and provision of these services ensures cost savings and consistency throughout the Smithsonian, and contributes to achieving the Institution's goal of Enhanced Management Excellence.

For FY 2005, the estimate includes a net increase of 106 FTEs and \$11,172,000. This amount includes increases of \$3,430,000 for necessary pay for staff funded under this line item and \$1,352,000 for utilities and rent, as discussed under the Non-discretionary Costs section of this budget, and 106 FTEs and \$6,390,000 for programmatic increases.

This request also includes, beginning in FY 2004, an increase of 49 FTEs and \$2,399,000 (increased to \$2,471,000 in FY 2005 for the pay raise) to reflect the transfer of police officers at the National Zoological Park to this line item. This restructuring will require congressional approval of a reprogramming in FY 2004. The upward trend in the demand for security services after September 11, 2001, has posed significant challenges for all agencies, especially those with significant public exposure like the Smithsonian. This realignment will allow for centralized management of the Smithsonian's entire security workforce and allow for a common management structure, security policies, and consistent training.

MEANS AND STRATEGY

FY 2005 resources will enhance the ability of OFEO to meet its stewardship responsibilities by focusing efforts and resources on facilities operations and security. To achieve the Institution's goal of Increased Public Engagement, resources are used to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, resources are focused on meeting the ongoing operational requirements of Smithsonian facilities to ensure that they continue meeting programmatic requirements. Additional staff support will enhance the Institution's ability to execute the capital program, which will allow the Smithsonian to revitalize its facilities over the next decade. OFEO will continue to devote resources to implement and upgrade security measures at Smithsonian facilities. The requested resources will continue to address the heightened security measures precipitated by the September 11, 2001, terrorist attacks and identified in the May 2002 Composite Risk Assessment report by the Office of Protection Services. OFEO has completed a major effort to improve service to the Institution by establishing management zones for Smithsonian facilities. The management zones will ensure rapid response to facility needs, streamline administrative activities, and optimize the efficiency and effectiveness of operations. In addition, the zone concept will offer staff a sense of ownership for specific facilities and significantly reduce response times by having staff on site.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (8 FTEs and \$689,000)

- Present the biennial Orchid Show in concert with the U.S. Botanic Garden, the National Museum of Natural History, and the National Zoological Park
- Present the exhibition *Adolf Kluss: From Germany to America, Shaping a Capital City Worthy of a Republic* in conjunction with the City Museum of Washington, Goethe Institute, Heilbronn Archives, Sumner School Museum and Archives, and the National Building Museum
- Present four academic lectures and tours relating to the history of the oldest Smithsonian facilities to increase public knowledge

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (611 FTEs and \$91,707,000)

- Integrate facilities management and related activities across the Smithsonian to improve operational efficiency and effectiveness, cost control, quality control, and accountability
- Develop performance metrics to document baseline standards for response times and quality service that are based on private sector standards and definitions
- Decrease number of restroom complaints

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (1,244 FTEs and \$62,996,000)

- Ensure physical security measures are in place and effective to include electronic screening, bag searches, internal/external patrols, and maintenance and replacement of electronic security controls. All measures are to be efficiently managed to provide an appropriate level of access to the national collections while providing optimal protection for the collections, staff, and visiting public
- Provide 100 percent of the increased security patrols recommended in the security threat and vulnerability assessment for the National Zoological Park
- Ensure in FY 2005 that electronic screening operations at the National Museum of Natural History (NMNH) are enhanced to eliminate or reduce the likelihood of hand-carried weapons and explosives being brought into the Museum
- Update and maintain the Institution's disaster management plan and individual museum/facility disaster plans through programmed table-top disaster management exercises and emergency drills

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of \$11,172,000 and 106 FTEs. This includes an increase of \$3,430,000 for necessary pay for existing staff funded under this line item, \$851,000 for increases in rent and \$501,000 for inflation adjustments in utilities, which are all justified under the Non-discretionary Costs section of this budget. Also included is a program increase of 106 FTEs and \$6,390,000 as follows:

- (+ \$2,067,000, + 40 FTEs) This increase is requested in order to support security and operational activities at the new National Museum of the American Indian Mall museum, including
 - \$547,000 and 8 FTEs to support custodial, horticultural, and safety requirements at the Mall museum
 - \$1,520,000 and 32 FTEs to support the additional security force requirements for the Mall museum
- (+ \$802,000, + 7 FTEs) This increase provides necessary staff support to the expanded facilities program. The request includes staff support costs of \$40,000 and salaries and benefits for the following positions:
 - \$216,000 and 2 FTEs to provide engineers for the National Zoological Park. These positions are required to support the expanded facilities workload at the Zoo.

- \$546,000 and 5 FTEs to provide staff to ensure that all applicable regulations, codes, and policies are fully met; manage the planning and design of projects; and to provide overall project and financial management for the facilities modernization program.
- (+ \$500,000, + 4 FTEs) This increase provides for salaries and benefits to complete staffing of the zone management organizational structure, in order to strengthen oversight and coordination within and between zones. The requested staff will ensure effective utilization of resources and consistent levels of service throughout the Smithsonian.
- (+ \$3,021,000, + 55 FTEs) This increase is requested to provide necessary security staff and related requirements to support the increased security needs of the Smithsonian, including
 - \$1,772,000 and 34 FTEs to support the phased hiring of 34 security officers to perform electronic visitor screening at NMNH (\$921,000). The Institution will request full funding for these 34 FTEs in FY 2006. Also included in this request is \$851,000 to fully fund FTEs requested in FY 2004 for phased hiring of security officers at the National Air and Space Museum (NASM) and the National Museum of American History (NMAH).
 - \$200,000 to fund contractor costs for the management of disaster management drills and table-top exercises, assisting individual museums and the Institution as a whole to prepare to respond in the event of a disaster
 - \$1,049,000 and 21 FTEs to allow the conversion of the National Postal Museum's (NPM) security services personnel, who are currently paid in accordance with the federal grant and contract agreement signed with United States Postal Service, to federal status. Approval of this request will eliminate perceived command inequities and confusion and allow NPM's security function to be managed in the same manner as other Institution museums/facilities, resulting in a more unified workforce favorably affecting NPM's security. This is critical in view of NPM's location near the U.S. Capitol. In addition, the conversion will enhance overall staff flexibility and ensure equity among compensation and staff, and will stabilize the NPM guard force, which has experienced high turnover due to guards leaving to take federal positions. The request includes support for salaries and benefits, supplies and equipment for 12 security guards, three control room operators, three sergeants, two lieutenants, one security manager (\$1,014,000), and contract support for alarm maintenance (\$35,000).

If the FY 2005 request is not allowed, the Institution places itself at considerable risk by delaying recommended and much-needed security

improvements as well as operational requirements. The Smithsonian will not be able to follow through with recommended measures to reduce the impact of security threats or terrorist activities. There will be insufficient staff to maintain efficient electronic screening operations at NMNH. Without the resources to fully fund existing security staff at NMAH and NASM and funds to support increased staffing at NMNH, security officers will be reassigned from the smaller museums, compromising security at those museums. If funding is not provided for disaster preparedness, the Institution's staff will not be prepared to respond effectively to potential disasters. Without additional staff for the capital program execution, delays in correcting the backlog of revitalization requirements would result in more system failures and increased future costs. If approval to convert NPM staff funding to federal appropriations is denied, the quality of security at NPM will be below the Smithsonian's minimum standards, and the NPM security force will likely remain understaffed due to high turnover, creating additional risk in this high-profile location.

FACILITIES CAPITAL

	TOTAL
FY 2003 APPROPRIATION	\$98,779,000
FY 2004 ESTIMATE	\$89,970,000
FY 2005 ESTIMATE	\$215,262,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$(000)	FTE	\$(000)	FTE	\$(000)
Enhanced Management Excellence:						
Complete major construction projects now underway	10	10,000	6	18,990	-4	8,990
Execute an aggressive, long-range Smithsonian facilities program	32	79,970	32	191,372	0	111,402
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	0	0	0	4,900	0	4,900
Total	42	89,970	38	215,262	-4	125,292

BACKGROUND AND CONTEXT

The Facilities Capital program supports the Institution's exhibition, research, conservation, collections storage, and education programs by providing safe and appropriate space. In order to accomplish its mission, the Office of Facilities Engineering and Operations must ensure that deterioration in aging Smithsonian facilities is arrested, that necessary revitalization goes forward, and that required expansion and/or construction of new facilities conforms with modern building, life-safety, and environmental codes, with minimal disruption to Smithsonian programs, staff, and visitors.

The professional engineering study *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in September 2001, outlines the urgent requirement to invest \$1.5 billion in revitalization of Smithsonian facilities over the next decade. The National Academy of Public Administration (NAPA) study of July 2001 confirmed the magnitude of the problem. Without an aggressive and sustained program of revitalization, the Institution cannot continue to provide for the safety of its

visitors and staff and honor its commitment to stewardship of the artifacts and facilities with which it has been entrusted. Through this approach, the Smithsonian can move beyond today's never-ending crises of breakdown maintenance and declining facilities performance to embrace a more comprehensive and long-term stewardship of its facilities.

MEANS AND STRATEGY

The FY 2005 request for the capital program represents a significantly increased investment in the goal of Enhanced Management Excellence. With funding in the capital program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections and make incremental progress toward returning Smithsonian facilities to full functionality within the decade.

Since the Commission on the Future of the Smithsonian Institution made its recommendations in 1995, \$405 million in repair and restoration funds has been appropriated for revitalization of facilities. Although the investment was significant and unquestionably needed, the impact of this funding was lessened because of the size and scale of the Institution's nearly eight million square feet of facilities located in six states, the District of Columbia, and Panama. Today, the Smithsonian's facilities need extensive reinvestment if the Institution is to continue to fulfill its missions as preserver of the nation's cultural heritage and a pioneer in the sciences. This investment will arrest the decline in facilities performance and avoid necessarily higher costs of ownership from:

- **Block obsolescence.** More than half of the Smithsonian's buildings and systems are between 25 and 40 years old, effectively obsolete, and no longer economically maintained or repaired.
- **Age of buildings.** The buildings range in age from new to over 160 years old, and many are subject to the higher costs and constraints associated with historic preservation.
- **High traffic.** The Smithsonian receives 25–30 million visits per year.
- **Architectural variety.** Addressing the repairs of these buildings requires expertise in everything from stone masonry to stained glass and from slate roofs to subterranean vaults.
- **Functional diversity.** Virtually every kind of artistic, cultural, and scientific activity conceivable takes place in the laboratories, classrooms, galleries, studios, and gathering places.
- **Track record of understated need.** Until recently, the scope of the repair and restoration needs of the Institution has not been fully quantified or completely communicated; the result is an extensive backlog of repairs.

- **Doing more with less.** Since the buyouts of 1994 and 1996, the maintenance and facilities areas of the Institution have lost 51 staff at a time when systems are increasingly in need of repair.

As the “principal repository of our nation's collective memory and the nation's largest public cultural space,” (from the Commission on the Future of the Smithsonian report in 1995) the Smithsonian must ensure that the country's most valued artifacts are maintained in perpetuity through preservation, research, and educational programs. However, the combined problems listed above and the compelling urgency for a solution results in an enormous budgetary problem for the relatively small Smithsonian Institution. Nonetheless, the challenge remains for the Institution to transform the physical environment of the Smithsonian over the next ten years. That duty demands that the Institution define its facility stewardship requirements and secure the means for honoring this commitment to its museums, research units, and the National Zoo.

The *Critical Assessment* study, dated September 28, 2001, records the full breadth of the commitment that must be made to preserve the Smithsonian and position it for the 21st century. It is a compilation of scores of architect-engineer consultant investigations and hundreds of internal condition assessments. The total repair and restoration requirements known at this time fall into three major areas:

Revitalization. To address the causes of advanced deterioration and resulting decline in the Institution and avoid crippling failures in building systems that can result in lost data and damage to collections or hazardous conditions for visitors and staff, the Smithsonian must spend more than \$1.5 billion for restoration, renovation, and modernization of its facilities.

Routine Maintenance and Repair. To realize the intended design life and full economic value of its facilities and the investment in revitalization, the Smithsonian must increase its day-to-day facility preservation activities to \$45 million annually. Concurrently, the method of maintenance will evolve into a modern, cost-effective program centered on reliability and risk management reinforced through qualitative standards and cost-effective application of technology.

Construction. Fulfilling the Smithsonian's mission will require new facilities off the Mall, mainly to meet collections needs at the Institution's Suitland, Maryland, site.

The Facilities Capital request includes funding for Revitalization and Construction, and the Planning and Design needed to support these efforts.

Resources are requested in the Salaries and Expenses section of this budget to improve facilities maintenance. Together, these resources, over the next decade, will arrest the downward spiral of deterioration and result in much improved quality of facilities to support Smithsonian programs.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Complete major construction projects now underway (6 FTEs and \$18,990,000)

- Initiate construction and complete 80% of Pod 5 at the Museum Support Center
- Oversee the breaking-in period of the National Museum of the American Indian Mall Museum, ensuring that all necessary corrective actions are taken

Execute an aggressive, long-range Smithsonian facilities program (32 FTEs and \$191,372,000)

- Complete 80% of the revitalization of the Patent Office Building
- Complete construction of Asia I project at the National Zoological Park
- Initiate construction of Asia II project at the National Zoological Park
- Complete 25% of the core space revitalization at the National Museum of American History, Behring Center
- Complete 40% of the total revitalization of the National Museum of Natural History

Ensure safety and protection of Smithsonian facilities, collections, staff, visitors, and volunteers (\$4,900,000)

- Complete construction of permanent security barriers for 70% of the Mall facilities
- Initiate design for chemical/biological/radiological attack mitigation for all facilities

FY 2005 REQUEST

The Institution requests \$215,262,000 and 38 FTEs for the capital program in FY 2005, an increase of \$125,292,000 over the FY 2004 estimate and a decrease of 4 FTEs. Additional details of specific projects are presented below. The major components include the following:

- **Revitalization (32 FTEs and \$173,222,000)** These resources will complete the major revitalization projects at the Patent Office Building (5 FTEs and \$44,400,000), and the Asia Trail Phase I project at the National Zoological Park (\$15,000,000); continue major projects at the National Museum of American History, Behring Center (\$15,000,000)

and National Museum of Natural History (\$10,000,000); relocate staff and collections from the Arts and Industries Building to effect an emergency closure of the building due to roof failure (\$26,400,000); initiate installation of permanent barriers and other security measures to make the Institution less vulnerable to terror attacks (\$4,900,000); and make other capital repairs throughout its facilities (27 FTEs and \$16,150,000). In addition, the Smithsonian requests consideration of two extraordinary issues that cannot be accommodated within the normal budget ceiling: accelerate construction of the Asia Trail II project to provide adequate and appropriate indoor and outdoor housing for the baby male elephant and the other elephants in the Zoo's collection (\$34,000,000); and consolidate program and administrative operations as part of the closure of the Arts and Industries Building (\$7,372,000). The request represents an increase of \$101.6 million over the FY 2004 funding level, and no change to the 32 FTEs previously provided for construction management staff to supervise construction contracts to execute the revitalization program.

- **Construction (6 FTEs and \$18,990,000)** This amount will allow the Institution to complete construction of Pod 5 at the Museum Support Center to provide safe and secure housing for important systematic biology specimens preserved in alcohol (5 FTEs and \$18,000,000), and support installation of the Very Energetic Radiation Imaging Telescope Array System (VERITAS) in Arizona (\$990,000). The request includes an increase of \$8,990,000 over, and a decrease of 4 FTEs from, the FY 2004 estimate. The reduction of FTEs is due to anticipated completion of the National Museum of the American Indian Mall Museum in the fall of 2004. The Institution will retain one of the 5 FTEs originally provided for this project to provide construction management through the end of the first quarter of FY 2005.
- **Facilities Planning and Design (\$23,050,000)** This level of funding will provide the capacity to conduct master-planning studies and to complete design of projects in the FY 2006 and FY 2007 capital program to at least the 35% stage, providing firm baselines and allowing timely award of construction contracts upon receipt of future year funding. The Institution plans to complete design of the Arts and Industries Building restoration project (\$5,000,000), design the renovation of Pod 3 at the Museum Support Center (\$1,000,000), continue design of future revitalization work at the National Museum of Natural History (\$3,000,000), design major revitalization projects at the National Zoological Park (\$6,000,000) and update the Zoo's Rock Creek Master Plan (\$2,000,000), and complete design of a number of smaller projects (\$6,050,000). The request is a \$14.8 million increase over FY 2004, and will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

Without these resources, the Institution will fall far behind in meeting several key components of its goal to achieve enhanced management excellence. Further delay in revitalizing the Smithsonian's physical infrastructure and providing appropriate storage for alcohol-preserved specimens will exacerbate an already dire situation that places the Institution at risk of defaulting on its stewardship responsibilities for the artifacts and facilities with which it has been entrusted.

FACILITIES CAPITAL DETAIL AND OUTYEAR REQUIREMENTS

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2005, and the related future program requirements through FY 2009. The highest priority projects typically include:

- Work needed to correct hazardous conditions that pose a serious threat to public or employee safety or health, or are required to meet mandated life-safety or health codes
- Repair or replacement of building shell or utility components or systems experiencing active failures, such as roof or facade leaks or HVAC or electrical equipment breakdowns that pose an immediate risk of damage to the collections or major disruption of program activities
- Fire and life-safety, accessibility, and security modifications that are required to meet life-safety or health codes within an established timeframe
- Repair or replacement of building shell or utility components or systems that are in imminent danger of failure, such as minor roof leaks or electrical equipment that require more frequent than normal maintenance, or HVAC systems whose components are failing at an increasing rate
- Predicted renewal requirements, based on normal life span and observable condition of building shells and systems

In determining the priorities and scheduling, the staff considers other factors that influence how and when projects might be accomplished, including the potential for disrupting the visiting public and the extent to which work of differing priorities should be undertaken at the same time in a particular building in order to take advantage of better pricing. The availability of space in which to relocate staff and collections that would be at risk while the work is performed also affects the timing of projects.

The project summaries that follow describe the planned components of FY 2005 request and are organized in three groupings with separate formats. Major revitalization projects—those exceeding \$5 million—are

presented in greater detail and include narratives on project description, justification, and impact of delay. Smaller revitalization projects—in the range of \$500,000 to \$5 million—are presented with a succinct project description only. Projects under \$500,000 are consolidated under a Miscellaneous Projects heading within the Other Revitalization Projects category.

The Institution contracts for most capital program projects unless it is more cost effective to use existing employees or to hire temporary staff to accomplish the work. In FY 2003, 30 FTEs were shifted from the Salaries & Expenses account to the Facilities Capital account for the construction management staff, including 6 for the National Zoo, 19 for revitalization projects, and 5 for construction projects. Two additional FTEs were provided in FY 2003 and 5 in FY 2004 for construction management of revitalization projects, and 5 FTEs have been requested in FY 2004 for construction of Pod 5. The Facilities Capital account provides funds for additional expenses required to accomplish the proposed projects, such as security requirements or relocation of staff and collections that might be placed at risk during construction.

SMITHSONIAN INSTITUTION

Facilities Capital Program FY 2005 - FY 2009

CATEGORY <i>\$Millions</i>	Received	Received	Received	Received	Estimate	OMB	Future Program Based on FY 2005 Budget ^{2/}					
	Prior	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Outyears	
REVITALIZATION												
<i>Major Projects</i>												
Arts & Industries Building	3.2	4.0	6.0			26.4		30.0	39.0	39.0	74.0	
Freer Gallery											10.0	
Hirshhorn Museum											20.0	
Museum Support Center								10.0			20.0	
National Air and Space Museum											55.0	
National Museum of American History	1.4 ^{1/}				3.5	15.0	23.0	3.5			45.0	
National Museum of Natural History	65.7	10.7	12.0	10.0	3.0	10.0	41.0	30.0	25.0	34.0	41.0	
National Zoological Park	4.1	4.2	4.9	7.0	9.0	15.0	46.0	40.0	35.0	30.0	39.0	
Patent Office Building	16.6	17.0	15.0	25.0	48.0	44.4						
Quadrangle											56.0	
Renwick Gallery											23.0	
Silver Hill Facility											21.0	
Smithsonian Castle	0.5	0.5									75.0	
Anti-Terrorism Protection						4.9	11.0	6.1	2.2	7.8	6.6	
<i>Other Revitalization Projects</i>		21.1	30.0	32.1	8.2	16.2	28.7	23.6	33.0	30.7	ONGOING	
SUBTOTAL	91.5	57.5	67.9	74.1	71.7	131.9	149.7	143.2	134.2	141.5	485.6	
CONSTRUCTION												
NMAI Mall Museum	73.3		30.0	15.9								
NMNH, Museum Support Center Pod 5					10.0	18.0						
SAO, VERITAS, Control Building						1.0						
SAO, Hilo Base Building		4.5										
NZP, American Agriculture Exhibit		5.0										
SUBTOTAL	73.3	9.5	30.0	15.9	10.0	19.0	0.0	0.0	0.0	0.0	0.0	ONGOING
FACILITIES PLANNING & DESIGN	0.0	0.0	0.0	8.8	8.3	23.0	11.3	12.9	18.0	16.3	ONGOING	
SUBTOTAL	164.8	67.0	97.9	98.8	90.0	173.9	161.0	156.1	152.2	157.8	ONGOING	

"ABOVE-THE-LINE" REQUESTS												
National Zoological Park, Asia Trail II						34.0						
Consolidate A&I Staff & Collections						7.4						
SUBTOTAL						41.4						

TOTAL REQUEST	164.8	67.0	97.9	98.8	90.0	215.3	161.0	156.1	152.2	157.8	ONGOING	
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^{1/} Final increment of the HVAC replacement project completed in the late 1990s.

^{2/} The outyear program is based on the FY 2005 budget request and does not reflect the full requirement as described in *Smithsonian Institution Museums and Facilities: Critical Assessment*, based on NAPA's 2001 report, which recommended funding in the range of \$200 - 250 million annually throughout the planning period in order to complete the required work within a decade.

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This category provides funds for the cyclical replacement of major building systems and equipment and major renovation projects required for the preservation of the buildings, costing over \$5 million. It primarily addresses the major replacement requirements for HVAC, electrical, and other utility systems at the older buildings where systems are nearing the end of their service lives. Work also encompasses modifications to ensure compliance with life-safety and ADA codes, restore historic features, and modernize the buildings to support current program requirements.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Patent Office Building	Restore Patent Office Building	44,400
National Zoological Park	Asia Trail I	15,000
National Museum of American History, Behring Center	Revitalize NMAH, BC Public Space	15,000
National Museum of Natural History	Continue Revitalization	10,000
Arts and Industries Building	Close Building and Relocate Staff and Collections	26,400
Mall Facilities	Construct/Install Anti-Terrorism Protection	4,900
SUBTOTAL		115,700
 <u>"Above-the-Line" Requests:</u>		
National Zoological Park	Asia Trail II: Elephants	34,000
Arts and Industries Building	Consolidate Staff and Collections	7,372
SUBTOTAL		41,372
 TOTAL		 157,072¹

¹This total includes funding for Major Revitalization projects, including "Above-the-Line" requests. It does not include funding for Other Revitalization projects (\$16.2 million).

PROJECT TITLE: Restore Patent Office Building
INSTALLATION: Patent Office Building
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 44,400

PRIOR YEAR FUNDING:

Construction	97,468	
Facility Planning and Design	14,741	
Relocation Expenses	<u>9,440</u>	
	121,649	<u>121,649</u>

Total 166,049

BUILDING BACKGROUND:

Originally designed to highlight America's great spirit of invention, this stone neoclassical structure is a National Historic Landmark designed by architects Robert Mills and Thomas U. Walter. Begun in 1836 to house the U.S. Patent Office and completed in 1867, the building was converted to museum use in 1964.

Located within this 332,000-square-foot building are the National Portrait Gallery, which celebrates major figures in American history and culture, and the Smithsonian American Art Museum, dedicated to the arts and artists of the United States from colonial times to the present. Average annual visitation for both museums prior to closure was 430,000. Projected annual visitation to the renewed landmark is two million.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems are more than 30 years old and break down frequently. The inefficient two-pipe heating, ventilation, and air conditioning system cannot meet the current heating and cooling loads in the building. Air circulation is insufficient, humidity control is limited, and condensation is a major problem. The cooling tower leaks and the chiller plant contains chlorofluorocarbons (CFCs), which must be phased out to meet environmental laws.

The electrical distribution system is overloaded, inadequate, and unsafe. Clearances around transformers do not meet current code requirements. Switchgear, panel boards, and distribution networks are deteriorated and obsolete. Replacement parts are no longer available.

Other utility systems that are seriously deteriorated include fire protection, plumbing, steam distribution, and communications systems. Some of the fire alarm system wiring is original to the building and

contributes to system malfunctions. The building's elevators break down frequently, thereby reducing public access. The building's façade has been damaged by acid rain and air pollution, the window frames are deteriorated and failing, and several interior surfaces have been severely damaged by leaks and condensation. The building's main entrances and most restrooms are not accessible to persons with disabilities and do not meet current codes and standards. Asbestos, present throughout the building, must be abated before repairs can be accomplished.

PROJECT DESCRIPTION:

Create an accessible main entrance and improve accessibility throughout the building. Replace mechanical and electrical equipment, including boilers, pipes, air handling units, chillers, pumps, electrical transformers and substations, and fire pumps with new energy-efficient equipment. Install a new air distribution and control system, supply and return air grilles, and temperature and humidity controls by zone. Replace the cooling tower and change the location and mounting configuration to eliminate leaks. Repair exterior masonry, replace windows, restore elevators, and improve functionality of the building by providing accessible restrooms adjacent to each lobby and in event spaces. Remove or abate hazardous materials such as asbestos and CFCs. Convert administrative space to public space. Relocate some mechanical and electrical equipment to new space beneath the courtyard so that the adjacent space can be used for public programming, including a 346-seat auditorium. Restore interior finishes after installation of new systems and other construction.

The Institution also plans to construct a glass enclosure over the building's courtyard, a catering kitchen for foodservice, a visible art conservation laboratory and a museum store. This work will occur concurrently, but will be funded from private sources.

In FY 2003, the Institution awarded a contract to begin the restoration of the building. The base bid, in the amount of \$22 million, is for courtyard excavation, basement and 4th-floor mechanical equipment, system rough-in of all floors, and elevator installation. The full cost of the contract and associated supervision and contingencies is \$117.4 million. However, this work does not allow for segmentation or phasing, as all systems must be installed to return the building to full operability. Since the funds available in FY 2003 and requested in FY 2004 will not be sufficient to complete identifiable segments of the work, the Institution is using a multi-year contract authority in order to complete the project on schedule. Authorization allowing the Smithsonian to enter into these multi-year contracts was recently signed into law. In a multi-year contract, the total contract is awarded at one time, with a commitment to the current year's funding. The

contract contains language limiting the extent of government liability contingent on future funding. Without this authority, full funding would be required for the entire \$117.4 million remaining cost. This amount would consume a disproportionate share of Smithsonian resources, and would cripple other programs. With a multi-year contract, the Institution can complete construction 3 years from the time of contract award, to meet the current schedule.

The \$44.4 million requested in FY 2005 will complete the funding required for the revitalization contract and necessary construction supervision and contingencies.

PROGRESS TO DATE:

Facility assessment and planning phases have been completed and the roof and gutters have been replaced. The \$9.3 million gross demolition package in support of the physical plant renewal of the Patent Office Building was completed in November 2002. An \$8.6 million contract for the exterior stone and window renovation portion of the project is currently 84 percent complete. Additionally, the \$4 million contract for the packing, crating, relocation, and storage of SAAM and NPG collections material is complete.

The main construction package, to revitalize the interior of the building, was awarded on April 10, 2003, and the original Notice to Proceed was issued on April 17, 2003. Following a May 7, 2003, stop-work notice, the Notice to Proceed was issued May 30, 2003. Final completion of construction is anticipated in March 2006, following a 34-month construction process. The planned opening date is July 4, 2006. Historic Preservation processes are ongoing, with the Smithsonian as lead agency and the National Capital Planning Commission as a cooperating agency. The Smithsonian followed the intent of the National Environmental Policy Act process and, following the August 2002 public and governmental agency review, the completed Environmental Assessment and Finding of No Significant Impact was approved on February 18, 2003.

Current funding and 5 FTEs transferred from Salaries and Expenses in FY 2003 are being used to hire construction management staff to supervise the construction contracts.

IMPACT OF DELAY:

The POB renovation project has been underway since May 2003. A delay of this final increment of funding would extend the construction time as well as increase the overall construction costs of the project. The building has been closed to the public, including school groups, educators, and

scholars, since January 2000 for the renovation and will remain so until sufficient funding is received to complete the entire project. This diminishes access to the museums' collections and reduces the Smithsonian's visibility and consequently its ability to attract donors. Also, the separation of staff from their collections causes inefficiency and inconvenience in collections management and research.

PROJECT TITLE: Asia Trail I (formerly Renovate Deer & Tapir Area)
INSTALLATION: National Zoological Park
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 15,000

PRIOR YEAR FUNDING:

Facility Planning and Design	4,700	
Demolition and site work	3,500	
Construction	<u>9,000</u>	
	17,200	<u>17,200</u>
	Total	32,200

BUILDING/SITE BACKGROUND:

The National Zoological Park in Washington DC, a National Historic District, was designed in the 1890s by the firm of renowned landscape architect Frederick Law Olmsted and architect Williams Ralph Emerson. The Byzantine-style Reptile House and Renaissance-style Elephant House exemplify the tradition of architect-designed buildings at the Zoo. Visitors to the Zoo in Washington can find more than 2,800 animals of nearly 440 species on exhibit in naturalistic settings. The Zoo's purpose is to promote the conservation of life on Earth through inspiration, recreation, informal and formal education, research, and animal health programs that support the care of its unique collection of living animals.

PROJECT JUSTIFICATION:

Buildings at the Zoo vary in condition from good to failing, and over half have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. Among the facility areas with serious deficiencies are the Bear Exhibit, Deer/Tapir Area, Elephant House, Seal/Sea Lion Exhibit, and Property Yard. Six other buildings are in poor condition and barely meet a minimum acceptable performance level. Additional deficiencies throughout the Zoo include antiquated and inadequate utility service and distribution systems, obsolete fire alarm and smoke detection systems, practically nonexistent central monitoring of animal life support systems (such as water treatment), deteriorated roadways and bridges, and inadequate space for several of the Zoo's largest mammals.

In March 2003, the American Zoo and Aquarium Association (AZA) delayed the Zoo's 5-year accreditation application pending continued progress on a number of major concerns over the next year, including making progress on a "tremendous amount of deferred maintenance." The AZA recognized the increased support in recent years for capital improvements at

the Zoo, but expressed concern that additional steps be taken to ensure that the improvements continue. The AZA, as well as the Commission of Fine Arts, noted that the Zoo lacks a current master plan.

In 2000, a concept master plan for Zoo Renewal was developed to address the Zoo's oldest failing facilities (affirmed by the NAPA study) which put the animals at risk. The Renewal Plan reorganizes and rebuilds the Zoo, grouping animals by their natural geographic locations. Both the AZA and the United States Department of Agriculture (USDA) have encouraged the Zoo to expand its animal enrichment program, which includes providing features in exhibits that encourage natural animal behavior (plants, pools, shade), and which is possible only with additional funds for exhibit improvements. In FY 2004, the Zoo will begin a comprehensive update of the Rock Creek Master Plan as part of its overall strategic planning for integrated exhibition, collections, and facilities. The Master Plan will provide more accurate information on the areas to be renovated, the appropriate sequence of construction, and the likely magnitude of costs for each component.

The Asia Trail I project will replace a number of outdated animal habitats such as the sloth bear exhibit built in the late 1890s, and will address significant failing areas of the Zoo by providing complete ADA access, enhanced visitor experiences, and the replacement of obsolete and inadequate infrastructure systems with code compliant mechanical, electrical, plumbing, and drainage systems.

PROJECT DESCRIPTION:

The Asia Trail I project includes the renovation and reorganization of a 22-acre site at the Zoo to create a compelling Asian-themed path from the new Sloth Bear exhibit at the main entrance to the renovated and expanded Panda House. The project will feature many of the Zoo's most charismatic "stars" in a cohesive immersion experience: sloth bears, clouded leopards, fishing cats, red pandas, Japanese giant salamanders, and giant pandas. Asia Trail will include state-of-the-art interpretive displays to connect the visitor's on-site experience with current research and conservation efforts at the National Zoo, including its Front Royal facility and in the field, to reinforce the importance of ecology and habitat conservation. The project will replace currently deteriorated animal facilities as well as replace severely inadequate site utilities. The work includes new water service to permit installation of fire suppression systems and meet the needs of the animals, improved sewer and storm water management, new gas service, new security systems, a new fiber-optic communications backbone, and installation of new public walkways that meet ADA guidelines.

Existing holding buildings will be replaced with new structures to meet current USDA and AZA animal containment regulations. Holding buildings are designed for energy efficiency and fire suppression systems will reduce the hazard to the animal collection. With funding requested through FY 2005 totaling \$32.2 million and private (FONZ) funds of \$6.7 million, the full estimate of \$38.9 million will allow occupancy of the Asia Trail I area in April 2005.

One-half of the \$7 million appropriated in FY 2003 for renovation of the Deer and Tapir area (now called Asia Trail I) will provide for site work (including earthmoving and utilities placement). The balance of the FY 2003 funding will begin Asia Trail II design, in order to be ready to start construction with funding requested for FY 2005. The FY 2004 request of \$9 million will be used for constructing Asia Trail I, along with \$6.5 million to be provided by FONZ fundraising. The \$15 million requested for FY 2005 will complete Asia Trail I.

PROGRESS TO DATE:

Program requirements have been developed in house, and design is 95% complete. The Institution plans to begin site work in fall 2003 using funds provided in FY 2003.

IMPACT OF DELAY:

The Asia Trail project replaces some of the most seriously deteriorated spaces at the National Zoo with revitalized infrastructure and new animal exhibits. Failure to fund this increment of the project will leave living animals in their currently inadequate housing for additional time, putting the Zoo at risk of failing a USDA inspection. Nearly 25% of the Zoo, including areas adjacent to the main entrance and Olmsted Walk, the main thoroughfare, would be left in an unsightly partial-construction state. This would also create a negative impression for the more than 2 million Zoo visitors, as well as environmental, safety, and security hazards typical of unattended or inactive construction sites. Additionally, delayed implementation of this portion of the work will lead to higher costs for this project due to escalation and the significant cost of stopping and restarting a project in progress, as well as adding costs to future projects that cannot start until Asia Trail is complete.

A delay would undermine the Zoo's ability to improve the quality of life for a number of Asian animals, placing its collections at risk. Deferral of this phase will ultimately ripple into detrimental delays in subsequent phases of this project and future related projects intended to bring the housing of large mammals into compliance with USDA and AZA standards.

PROJECT TITLE: Revitalize NMAH, Behring Center Public Space
INSTALLATION: National Museum of American History, Behring Center
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Construction in Central Core	15,000
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PRIOR YEAR FUNDING:

Design	4,000	
Replace fire detection system	2,500	
Relocate and improve core area rest rooms	<u>1,000</u>	
	7,500	7,500

FUTURE YEAR FUNDING

(FY 2006- 2011):

Completion construction in central core and west wing of building	23,000	
Building perimeter renewal	<u>3,500</u>	
	26,500	<u>26,500</u>

Total		49,000
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BUILDING BACKGROUND:

The National Museum of American History, Behring Center is a modern classical building designed by Walker O. Cain of McKim, Mead, and White, and built in 1964 as the Museum of History and Technology. The 752,000-square-foot building houses exhibitions that explore America's technological, scientific, cultural, and political history. The collections include the Star-Spangled Banner that inspired Francis Scott Key and exhibitions on the American presidency and the First Ladies' gowns. The annual visitation has ranged from 4-6 million.

The \$80 million gift from the Behring Foundation will allow the Museum to develop a series of thematic halls highlighting important aspects of American history and accomplishment. In 2002, the Blue Ribbon Commission recommended in its report to the Smithsonian Board of Regents that the Museum improve the architectural and aesthetic setting for exhibits, improve visitors' substantive orientation, ensure appropriate balance of exhibit themes and content, increase the Museum's reach, and enhance the prospect of effective implementation. In FY 2003, NMAH will develop a set of exhibition goals, outreach objectives, and collecting plans, along with the

design of a dramatic new public space revitalization, which will affect all three main exhibit floors totaling approximately 330,000 gross square feet.

PROJECT JUSTIFICATION:

The fire-detection and alarm system is outdated and requires excessive maintenance. The public rest rooms are outdated, do not meet code in fixture quantity, and are not fully accessible. In some areas, notably the second floor, the rest rooms are difficult for visitors to locate. Public circulation areas, amenities, lobbies, seating, telephones and secure coat-check facilities are worn and in disrepair. The elevators are not fully accessible and are not all on emergency power. The escalators are reaching the end of their useful life. Paths of emergency egress are not clearly defined, creating life-safety hazards for the public and staff. Fire-separation doors are a life-safety hazard and require excessive maintenance. Areas of rescue assistance are needed for persons with disabilities. Deficiencies in the mechanical system have caused extreme variations in building humidity. Steam-condensate piping and pressure reducing valve stations are in poor condition, and transformer vaults are not air conditioned, threatening power failures due to heat. Leaks from the mechanical system require constant maintenance and threaten irreparable moisture damage to the Museum collections. Site landscaping, hardscape, and special features, such as the west reflecting pool, are in disrepair, are safety hazards, and need renewal. In addition, the Museum lacks perimeter security barriers against terrorist attacks as well as a good screening system for visitors and vehicles.

PROJECT DESCRIPTION:

Replace the building's fire-alarm system with a new addressable fire detection and alarm system with expansion capacity. Relocate and expand the public restrooms to meet code requirements for accessibility and fixture count and the actual needs of visitors and special events. Restore public circulation and orientation areas. Upgrade elevators and escalators so they are safe, accessible, and in coordination with planned security improvements and the public space renewal. Provide capability for each elevator to operate on emergency power, and vertical transport between the first and second floors. Restore public paths of egress to emergency stairs and provide areas of rescue assistance. Re-engineer the life-safety strategy to eliminate deficient fire-separation doors. Improve Museum lighting and sound on the main public floors. Provide a new power-distribution system and correct the mechanical system, including air conditioning in the transformer vaults. Repair and refurbish site landscaping, paving, and original fountains. Construct a new pavilion at the south entrance on the Mall, to be funded through private sources.

All of the major revitalization work must be performed in conjunction with the Museum's plan to modernize its public programs. Implementation will therefore be phased to coincide with the exhibit renewal program. Completion of revitalization work in the east and central areas of the building is critical in FY 2004 and FY 2005, as they are predecessors of donor-funded activities. The Behring-funded *Price of Freedom* exhibition is scheduled to open in November 2004, and the Star-Spangled Banner reinstallation and *For Which It Stands* exhibition are scheduled to open in June 2006. The Behring-funded *Introductory Exhibit* is scheduled to open in November 2006. These initiatives will be impacted without the timely construction of core visitor area amenities and support systems.

The Institution requests \$15 million in FY 2005 to begin construction in the central core of the building, including expanding the new addressable fire-detection and alarm system throughout the building; relocating and expanding the public restrooms to meet code requirements for accessibility with the proper fixture count for visitors and special events; restoring public circulation and orientation areas; upgrading elevators and escalators so they are safe, accessible, and in coordination with the public space renewal security improvements; restoring public paths of egress to emergency stairs and provision of areas of rescue assistance; re-engineering the life-safety strategy to eliminate deficient fire-separation doors; and correcting the mechanical system deficiencies that have caused extreme variations in the building humidity. The Smithsonian plans to request funding in future years to complete revitalization of the west wing of the building and the building perimeter work.

PROGRESS TO DATE:

The Concept Plan of this effort was completed in December 2002. The \$3.5 million request for FY 2004 will fund core systems on the east wing of the building, including upgrading escalators; upgrading fire detection and the alarm system at the Network Command Center; renewal of the 2nd and 3rd floor public restrooms; rescue assistance areas; and correcting life-safety/fire-protection deficiencies. Design for this package started in June 2003 and 35% completion is expected by December 2003. Construction will start in March 2004 (design-build work will start after review and approval of the 35% document), with funding expected in FY 2004, to allow the *Price of Freedom* exhibit to open as scheduled in November 2004. The Smithsonian plans to award remaining design work upon receipt of the FY 2004 appropriation to be ready to begin construction in the central core area in FY 2005.

IMPACT OF DELAY:

A deferral of the work planned for FY 2005 would delay the opening of the Behring-funded *Introductory Exhibit* as well as the *For Which It Stands* exhibit and the *Star-Spangled Banner* reinstallation. Failure to open these exhibits in 2006 as planned would constitute a breach of the contract with the donor, leaving future installments of the donation at risk and damaging the credibility of the Institution with other potential donors. Potential system failures such as elevators, escalators, and incomplete coverage of fire-protection and life-safety standards will pose threats to the safety of Museum visitors, staff, and collections. Equipment and systems at the end of their useful life will continue to fail at increasing rates, be more expensive to fix later, and demand excessive amounts of maintenance staff time.

PROJECT TITLE: Continue Revitalization
INSTALLATION: National Museum of Natural History
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Construction, Phase I of Permanent Exhibit Halls and Temporary Exhibits Space	10,000 *
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* Does not include \$3 million in FY 2005 request for Facilities Planning and Design to continue design of future work

PRIOR YEAR FUNDING:

Construction	89,089	
Facility Planning and Design	10,968	
Move	350	
Interim Repair	<u>1,000</u>	
	101,407	101,407

FUTURE YEAR FUNDING
(FY 2006–FY 2011)

Ongoing HVAC replacement and code Improvements	<u>171,000</u> **
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** Does not include future requests for Facilities Planning and Design to complete design of revitalization project

Total	282,407
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BUILDING BACKGROUND:

The Natural History Building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is 1.3 million square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services space constitute the remaining 1 million square feet. The Museum typically hosts 9 million visitors annually, making it one of the most visited museums in the world. In 1997, Kenneth E. Behring donated \$20 million to the Museum for several projects, including the rotunda renovation, two education programs, and a new Mammal Hall.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems installed in the early 1960s are almost 40 years old and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental quality necessary for the display and curation of Museum collections.

The \$10 million requested for FY 2005 will allow completion of the first phase of the two-phased renovation project to improve visitor circulation and restore Halls 7, 8, 9, and 10, and HVAC-related renovations to Halls 23, 24, and 25 (Temporary Exhibits Space). The project's scope will include demolition of halls, installation of HVAC and other utilities, relocation and replacement of escalators, and restoration of the halls.

The full renovation of Halls 13–16 is 90% complete and set for reopening in November 2003. The three federally funded projects, totaling over \$12 million (HVAC Renovation, Skylight/Attic Renovation, and Laylight Renovation) were coupled with the more than \$18 million of the Behring gift for design, fabrication, and installation of the new Mammals Exhibit.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is in the midst of a comprehensive renovation program in the National Museum of Natural History (NMNH) building that will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and the roof 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 storm-water systems and a hazardous-chemical control facility will be installed. The estimated total cost of the renovation of NMNH is \$282 million (not including future planning and design costs). To date, \$98.4 million has been provided, and \$3 million is expected in FY 2004.

PROGRESS TO DATE:

Renovation of the building and replacement of the mechanical, electrical and other systems continues. Replacement of the roof and repair of the façade and skylights is approximately 98% complete and on schedule for a late summer 2003 completion. Installation of mechanical and electrical systems for the East and West wings and renovation of the East Wing 4th and 5th floors is substantially complete. Phase VI of the renovation and emergency power modification work is about 60% complete. The Phase IIC HVAC project for the 6th Floor West Wing and 3rd Floor Main Building is to be awarded in late 2003. A major design is underway for the FY 2004–2007 renovation of Halls 7, 8, 9, 10 and 23, 24, 25 for a future exhibit, including several options such as an Oceans Exhibit. Demolition of Halls 9, 23, 24, and 25 will begin when the halls are closed in June 2004 for object removal. Halls 7, 8, and 10 will be closed in September 2004 for object removal and demolition.

IMPACT OF DELAY:

If funding were delayed, building systems would continue to deteriorate and fail, and visitors would increasingly find circulation more difficult. The environmental conditions required for the Museum's collections and the visiting public could not be maintained. In addition, the Museum's exhibit re-installation program would not be able to proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Close and Relocate/Consolidate Staff and Collections
INSTALLATION: Arts and Industries Building (AIB)
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Relocate Staff and Collections	26,400	
Consolidate the Office of the Chief Information Officer and the Smithsonian Institution Archives	<u>7,372 *</u>	
	33,772	33,772

* These funds are requested as an extraordinary one-time increase over normal funding levels in the capital program

PRIOR YEAR FUNDING: 0

FUTURE YEAR FUNDING (FY 2006–FY 2011) 0

Total 33,772 **

** Does not include a pre-35% design estimate of \$182 million required to restore the building, funds already provided for design of the restoration (\$13.2 million), or funds included in the FY 2005 request for Facilities Planning and Design to complete design of the restoration project (\$5 million).

BUILDING BACKGROUND:

Designed to house the rapidly growing National Museum, the 198,000-gross-square-foot Arts and Industries Building (AIB) was started in April 1879 and completed in March 1881. Built to house the U.S. National Museum, including objects given to the Smithsonian after the 1876 Centennial Exposition, the building presently houses temporary and traveling exhibitions, public facilities, administrative offices, the Discovery Theater for children, and the Smithsonian’s daycare center for infants and toddlers. The Smithsonian Institution Archives (SIA), including the papers of the first Secretary, Joseph Henry, the central Office of the Chief Information Officer (OCIO), and the headquarters of the Smithsonian Office of Protection Services (OPS) are the largest tenants of the building. About 430 Smithsonian employees occupy the building. One recent temporary exhibit was the popular Orchid and Butterfly Garden. Average annual visitation is approximately 900,000.

PROJECT JUSTIFICATION:

The building’s current condition is very poor. Despite ongoing maintenance, roof leakage continues to cause further damage to the roof structure, other building components, paint, and plaster. Paint is peeling at an increasing rate, which in turn increases the risk of staff and visitor

exposure to lead. The persistent roof leaks and falling debris from the metal ceiling panels prompted the Smithsonian to commission an extensive independent survey and analysis of the condition of the AIB roof in 1998. Corrosion of the cast-iron trusses at that time had not progressed to the point that failure under heavy snow loads was likely to occur, but replacement of the roofing panels and covering was recommended "within two or three years" to lessen the risk of significant further corrosion. Following the snowfall over the Presidents' Day weekend in February 2003, a significant new leak appeared in the building, causing plaster to fall to the floor of the gallery in the North Hall. The roofs of two buildings in the metropolitan area, The B&O Railroad Museum in Baltimore and the O Street Market in Washington, collapsed under the weight of the heavy snowfall. Both these buildings were built within five years of the construction of the AIB and employed very similar construction technologies. An emergency inspection of the AIB roof was performed by a structural engineer, temporary protection was erected, and a further evaluation of the roof was commissioned. The results of that study confirmed the need for action. The corrosion of the trusses is progressing, although slowly, but has not yet progressed to the point that the trusses are likely to fail. The condition of the metal ceiling panels and plywood structural panels, however, has deteriorated to the point that portions "are in danger of falling to the floor below" in public and staff spaces. Although it is impossible to predict when, a partial failure of the roofing may occur at any time, with consequences including serious injuries to occupants and visitors and catastrophic damage to sensitive information infrastructure or archival records. The 2003 structural survey report recommended that "... a permanent roof repair/replacement program be implemented within two years in order to ensure the safety of the museum patrons." The Smithsonian has concluded that the building must be vacated by mid-2005 to ensure the health, safety and welfare of staff, visitors, and collections. This will require the relocation of all staff, collections, and other activities now housed in the building.

The last major renovation of the building systems took place in the 1970s. The HVAC, electrical and plumbing systems and equipment are now nearly 30 years old and break down with increasing frequency. Plans to connect the Arts and Industries Building and the Castle to GSA chilled water will be implemented once the building is vacated. Temporary repairs to building systems are increasingly ineffective, expensive, and hazardous, due to the presence of lead-based paint and asbestos throughout the building.

Ultimately, the total move and relocation costs vary depending on the final scenario approved for rehabilitation of existing Smithsonian space, leased space, and/or otherwise acquired space. Design and construction costs for "mothballing" the historic structure are currently being developed.

The Institution plans to seek funding in the future for the revitalization project.

PROJECT DESCRIPTION:

Relocation plans for AIB occupants have been developed under various scenarios including existing Smithsonian space and leased space, balancing programmatic efficiency and cost. In addition to offices, several specialized spaces must be relocated, including collections (archives, requiring heavy floor-loading), public programs (the AIB exhibition program and Discovery Theater), the infant/toddler day care center, and the Institution's entire central computer center and support spaces. The FY 2005 budget request includes \$26.4 million to relocate AIB occupants to both permanent and temporary (should the renovation project go forward) owned and leased space. An additional cost ("above-the-line") of \$7.4 million is included in FY 2005 to consolidate the Smithsonian Institution Archives (SIA) and the Office of the Chief Information Officer (OCIO) from various remote and local locations into the new, permanent location(s). This consolidation will take advantage of this unique opportunity to eliminate a number of operating inefficiencies for both units. Currently, OCIO staff and equipment are located in several different buildings, requiring daily travel time between sites even for routine tasks. SIA collections are located in a number of geographical locations, from Virginia to Pennsylvania, which hampers comprehensive treatment and use of the materials by staff and scholars.

PROGRESS TO DATE:

Planning has already begun for the relocation of collections, programs, and occupants. Design will begin once final locations are determined, preferably no later than October 2003. The FY 2005 request is needed to implement the construction, space fit-out, and move of collections and occupants by July 2005. Although members of the House and Senate introduced legislation to authorize use of the Arts and Industries Building to establish a National Museum of African American History and Culture in 2001, other sites are also now under consideration, and a final decision on the location of the Museum will not be made for some time.

The Smithsonian has completed the design of the AIB restoration project to approximately the 50% stage, and \$5 million is included in the FY 2005 request for Facilities Planning and Design in order to complete design. The estimated cost of the total renovation of the Arts and Industries Building is estimated preliminarily to be about \$182 million, and is currently programmed as a new start in FY 2007.

IMPACT OF DELAY:

The Arts and Industries Building must be closed for compelling safety reasons. If funding is not approved, cuts to other critical programs across the Institution would be required to obtain necessary resources to close the building and relocate its occupants and contents, with significant adverse impact to programs and facilities. Failure to take advantage of the move to consolidate OCIO and SIA functions will perpetuate operating inefficiencies for both units.

PROJECT TITLE: Construct/Install Anti-terrorism Protection
INSTALLATION: Mall and off-Mall Facilities
LOCATION: Washington DC and New York City

FY 2005 COST ESTIMATE (Thousands of Dollars):

Construction of permanent barriers, pop-up barriers and guard booths at NMNH and NASM	4,600	
Chemical, biological and radiological mitigation at multiple facilities	<u>300</u>	
	4,900	4,900

PRIOR YEAR FUNDING (S&E and Supplemental funding):

Design	2,100	
Construction of permanent physical security barriers at Mall facilities	9,425	
Anti-shatter film (window hardening)	<u>1,400</u>	
	12,925	12,925

FUTURE YEAR FUNDING

(FY 2006–FY 2011)

Design	1,000	
Construction of permanent physical security barriers at Mall and off-Mall facilities	16,500	
Anti-shatter film (window hardening)	13,300	
Chemical, biological and radiological mitigation at multiple facilities	1,500	
Perimeter CCTV at off-Mall facilities	600	
Electronic access control	<u>700</u>	
	33,600	<u>33,600</u>
	Total	51,425

PROJECT BACKGROUND:

The Institution is responsible for the security and safety of an extensive and complex physical plant that includes 16 buildings that house museums and galleries in Washington DC and New York City; a National Zoological Park in Washington and animal conservation center in Front Royal, Virginia; and restoration and storage buildings and centers for research and education in a number of locations throughout the country and in the Republic of Panama. Smithsonian facilities receive 25–30 million visits per year, support important research activities, and provide space for the care and long-term preservation of living collections and artifacts representing our

national historical and cultural heritage and the record of the natural world around us. Since the terrorist attacks on New York and Washington on September 11, 2001, the Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum, and minimizing the damage to people, collections, and buildings should such an event take place. With the help of outside experts, staff performed risk assessments, reviewed security and disaster preparedness plans, and commissioned blast assessments for Smithsonian public buildings. This resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers separating the buildings from the street; installation of anti-shatter window film (or interior retro-fits) to mitigate the effects of glass window walls and doors shattering during a blast event; increased building perimeter camera surveillance; improved building emergency voice systems; secured non-public building areas with electronic access control; electronic screening of mail and visitors for the most heavily visited museums; protection against chemical, biological, and radiological attack; and mitigation against the effects of blast and progressive collapse.

The Institution installed temporary physical barriers around most major museum buildings with funding received in the FY 2002 Anti-Terrorism Supplemental, and increased security officer presence outside its buildings. Funding received in the FY 2003 Salaries and Expenses account provided Phase I funding for permanent capital improvements that involve more complex design, construction, and installation issues and require appropriate approvals from the Commission of Fine Arts and the National Capital Planning Commission.

PROJECT JUSTIFICATION:

Risk assessments conducted at the Smithsonian since September 11, 2001, have recommended new security measures for all Smithsonian museums and facilities. The popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation distinguish the Smithsonian facilities from other government office buildings.

PROJECT DESCRIPTION:

The anti-terrorism program consists of multiple projects to reduce the Institution's vulnerability, including Mall-wide site adaptations, modifications to building perimeters, and additions and modifications to building systems. The program will be implemented over multiple fiscal years with emphasis on the highest-priority projects to reduce Smithsonian vulnerability to attack. The full program includes the following elements:

- *Construct Permanent Physical Security Barriers:* Install hardened perimeter barriers, pop-up barriers, and guard booths to provide a reasonable

standoff distance from Smithsonian facilities, thus ensuring that vehicles carrying explosives cannot drive immediately adjacent to building exteriors.

- *Mitigate Window Glass Hazards:* Modify windows, including film application with frame restraints or interior retro-fits to prevent glass from shattering into deadly shards.
- *Install Perimeter Camera Systems:* Provide exterior surveillance camera and monitoring in the security control rooms. Full-time recording by these cameras will provide invaluable investigative information in the event of a potential security or terrorist related event.
- *Provide Electronic Access Control:* Install electronic access control (card readers) at all public/staff separation points throughout Smithsonian facilities to restrict the public's ability to gain access to sensitive and critical areas.
- *Modify Air Intakes for Chemical, Biological, and Radiological Mitigation:* Modify and protect facility air intakes and HVAC systems at all Smithsonian facilities to prevent or reduce the impact of a potential chemical/biological/radiological attack against major metropolitan areas or the Smithsonian.
- *Provide Permanent Public Visitor Screening at NMNH and NMAH:* Install adequate numbers of magnetometers and x-ray equipment at each entrance of these two museums. This will improve security and speed visitors' entry process into these popular museums. Funding for NMNH is planned with FY 2006 NMNH major renewal and for NMAH as part of the NMAH public space renewal in FY 2005.

The \$4.9 million requested for FY 2005 includes Phase II of construction of permanent physical barriers around Smithsonian facilities on the National Mall (\$4.6 million) and Phase I of necessary modifications to mitigate the effects of potential chemical, biological, and radiological attacks at the Institution's most vulnerable locations (\$0.3 million). The Institution plans to seek incremental funding to complete the program over the next five years.

PROGRESS TO DATE:

The Institution has completed risk assessments of all major Smithsonian facilities; completed blast assessments of NMNH, NMAH, NASM, AIB, POB, and HMSG; installed temporary barriers around NASM, NMNH, and NMAH and partial barriers at HMSG; implemented full electronic screening of all visitors at NASM and temporary screening at NMNH and NMAH; awarded installation of select CCTV, emergency voice (or PA) systems and glass mitigation projects; and initiated design of Mall-wide permanent perimeter barriers. Additionally, other perimeter CCTV and emergency voice systems are in design.

Preliminary design of the permanent barriers is underway and will adhere to the National Capital Planning Commission's guidelines and be consistent with those planned for the Capitol, National Archives, and other monuments or iconic buildings.

IMPACT OF DELAY:

If the requested funding is not provided for the outlined initiatives, there is an increased likelihood of damage to people, collections, and buildings in the event of a terrorist attack. The Smithsonian name, symbols of American culture and achievements, and the large numbers of public visitors make it an attractive target to terrorists. The lack of necessary anti-terrorism protection increases the Institution's vulnerability.

PROJECT TITLE: Asia Trail II: Elephants (formerly Phases II & III)
INSTALLATION: National Zoological Park
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Initiate construction 34,000 *

* These funds are requested as an extraordinary one-time increase over normal funding levels in the capital program

PRIOR YEAR FUNDING:

Facility Planning and Design 4,000

FUTURE YEAR FUNDING (FY 2006):

Complete construction 29,000

Total 67,000

BUILDING/SITE BACKGROUND:

The National Zoological Park in Washington DC, a National Historic District, was designed in the 1890s by the firm of renowned landscape architect Frederick Law Olmsted and architect Williams Ralph Emerson. The Byzantine-style Reptile House and Renaissance-style Elephant House exemplify the tradition of architect-designed buildings at the Zoo. The Zoo's elephants are a very popular attraction, especially since the birth of the male Asian elephant Kandula in November 2001. The Elephant House is a stone structure in the heart of the Zoo's 167-acre site, and was designed to house and exhibit African mammals. As part of the Asia Trail, the Zoo plans to construct new elephant yards and interior holding space adjacent to the existing Elephant House building, then renovate the Elephant House into a modern exhibition space for the visitor to experience these endangered animals.

PROJECT JUSTIFICATION:

The National Zoological Park is more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment is deteriorating. Many of the largest creatures—lions, tigers, bears, elephants, giraffes, hippopotamus, and rhinoceros—are housed in the oldest areas. Yet families come to the Zoo primarily to see these species, sometimes called "charismatic mega-vertebrates." The sloth bear exhibit was built in the late 1890s, for example, and the Elephant House in the 1930s.

With the birth of the male elephant in November 2001, NZP is moving towards its goal of housing and exhibiting elephants as recommended by current zoological standards. With the introduction of a male elephant into the collection, housing requirements have changed dramatically. More space, stronger housing, and the ability to separate the keeper and the elephant at

all times are now required. The current building and yards do not meet any of these requirements. Additionally, the building's mechanical and electrical systems are more than 50 years old and break down frequently. It is not possible to maintain acceptable water quality due the limitations of the pools and plumbing systems. The roof and skylights leak; this causes deterioration of internal surfaces and fixtures and unsafe conditions for the public, staff, and the animals.

The National Zoo has an opportunity to become a leader in elephant management and reproductive studies, both *in situ* and *ex situ*, but such studies require a large space to have the animal numbers needed to create a multi-generational herd. Space is a major health and welfare issue for elephants. As ethical concerns are raised about how elephants are maintained in captivity, NZP must lead by example, providing a top-notch facility that shows how much it cares about elephants—enough to build a facility to ensure their well being. Lack of exercise is believed to be a health issue and a cause for the high stillbirth and dystocia (difficult birthing) rates seen in *ex situ* elephant populations worldwide. Elephants in zoos also are prone to developing arthritis and have foot problems that are due, in large part, to a lack of space for proper exercise. The planned new elephant facility will provide space to ensure that the elephants get adequate exercise.

PROJECT DESCRIPTION:

The National Zoo's renewal plan reorganizes and rebuilds the Zoo, grouping animals by their natural geographic locations. As its first major component, the mission of Asia Trail is to create a compelling, Asian-themed path from the new Sloth Bear exhibit at the main entrance, to the renovated and expanded Panda House, and to a new world-class Elephant House housing a series of Asian animals by the end of 2007. In FY 2004, the Zoo will begin a comprehensive update of the Rock Creek Master Plan as part of its overall strategic planning for integrated exhibitions, collections, and facilities. The Master Plan will guide implementation of future components of the renewal plan.

In accomplishing this mission, the Asia Trail II project will provide a new facility for the long-range commitment to house, breed, and continue important research on a multi-generational herd of up to eight adult Asian elephants. The proposed new facilities will provide adequate year round housing, new exhibit yards, safe primary containment, and heavily landscaped perimeters. An innovative elephant trek feature is designed to exercise the animals as well as offer sensory stimulus outside their daily routine. Large pools and multiple enrichment devices in the animals' enclosures will allow the elephants to exhibit behavior traits currently restricted by space limitations. For example, an adult elephant will be able to

completely submerge in the largest pool. Accessible areas surrounding the elephant enclosures will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs.

The Zoo's goal is to create a multi-generational herd that will allow studying a population closer in structure to what is found in nature. The Zoo predicts that this will produce more accurate data while promoting the health and welfare of individuals held in captivity. The National Zoo will be one of only a few institutions committed to (or capable of) achieving this goal within the next 20 years. A multi-generational herd will encourage more normal behaviors and interactions among the elephants, and this will be documented with careful scientifically based research on behavior and hormonal analyses.

Funds for this project will provide two new exhibit yards for elephants and renovate the existing Elephant House with increased interior holding space for cows, calves, and bulls. The project will be constructed in phases to accommodate the existing elephant herd at the National Zoological Park.

The total estimated cost for Asia Trail II is \$69.5 million, of which \$4.0 million has been funded to date to begin design, and \$2.5 million will be provided by the Friends of the National Zoo (FONZ) to complete design. The Institution is requesting special consideration of the \$34 million needed for FY 2005 to initiate construction. Although this amount is well above normal funding levels in this account, the resources are urgently needed in order to complete the facilities required to handle the male elephant before his sixth birthday in 2007.

PROGRESS TO DATE:

Program requirements have been developed in house, and conceptual design is approximately 10% complete. The Institution is currently negotiating with an architectural and engineering firm to complete design of Asia Trail II. A separate Environmental Assessment will be conducted concurrently with design.

IMPACT OF DELAY:

A delay would undermine the Zoo's ability to improve the quality of life for the Asian elephants, and place the elephant program at risk. The new elephant spaces must be available by FY 2007, when the male elephant reaches age 6 and becomes dangerous to care for in the current facilities. Building system failures will accelerate, causing increased rates of failure in the mechanical, electrical, and plumbing systems at the existing Elephant House, which is a historically significant structure. Additionally, some of the most difficult and long overdue accessibility issues at the National Zoo will

be further delayed until this project is completed. Deferral of this project will require the Zoo to begin a search for a new home for the male elephant and will ultimately ripple into delays in subsequent projects intended to bring the housing of other Zoo animals into compliance with U.S. Department of Agriculture and American Zoo and Aquarium Association standards, and to correct extensive infrastructure deficiencies throughout the National Zoological Park.

Other Revitalization Projects

Projects in this category correct extensive and serious facilities deficiencies to materially extend the service life of systems costing between \$500,000 and \$5 million. Unlike the major revitalization projects, however, these projects are smaller in scale, and usually involve capital repair or replacement of individual systems or components. The capital repair projects formerly included in Code Compliance and Security and Infrastructure Repair are now included here. Descriptions of each project follow the summary below.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Zoological Park	Replace Roof and Skylights at Elephant, Reptile, Small Mammal and Ape Houses	4,000
National Zoological Park	Improve/Upgrade Site Utilities	1,000
National Zoological Park	Improve Fire Protection Systems	600
Environmental Research Ctr.	Consolidate and Improve Alcohol Storage	600
Hirshhorn Museum	Replace Loading Dock Retaining Walls	500
National Zoological Park	Renovate/Improve Restrooms and Amenities	500
Quadrangle	Repair Roof Leaks	500
Multiple Locations	Personnel	3,000
Multiple Locations	Miscellaneous projects under \$500,000	5,450
TOTAL		16,150

PROJECT TITLE: Replace Roof and Skylights at Elephant, Reptile, Small Mammal, and Ape Houses
INSTALLATION: National Zoological Park
LOCATION: Rock Creek Park, Washington, DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 4,000

PRIOR YEAR FUNDING: 1,397

FUTURE YEAR FUNDING (FY 2006-FY 2009): 6,000

PROJECT DESCRIPTION:

Among the most significant facilities problems at the National Zoological Park are the leaking roofs, skylights, and facades of several major buildings: Elephant House, Small Mammal House, Reptile House, and Ape House. Although the Zoo's long-term revitalization program will totally modernize these buildings in future years, current leaks continue to worsen and emergency repairs are no longer adequate to ensure the safety of animals and visitors. Funds provided in FY 2003, including a Congressional add-on of \$497,000, will allow the Institution to design the roof replacements for these four buildings. The Zoo has identified a roofing system that will enable replacement of the roofs now but can still be utilized when the buildings are fully restored later. The Institution requests \$4 million in FY 2005 to replace the roofs of two of the four buildings. Funding projected for future years will replace the other roofs in order of most urgent need.

PROJECT TITLE: Improve/Upgrade Site Utilities
INSTALLATION: National Zoological Park
LOCATION: Rock Creek Park, Washington, DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 1,000

PRIOR YEAR FUNDING: 993

FUTURE YEAR FUNDING (FY 2006-FY 2009): 3,500

PROJECT DESCRIPTION:

A 2001 site utility study identified \$7 million of water supply, storm-water management and drainage, sewer, contaminated water, electric, and other utility and landscaping work needed at the National Zoological Park in

Rock Creek. The current utility infrastructure is totally inadequate to meet the needs of the Zoo and to support its live animal collections. Funds provided in FY 2003 of \$993,000 will be used to upgrade the Zoo's electrical service, by adding a new feeder and increasing capacity of the existing two feeders. The Institution requests \$1 million in FY 2005 to complete additional utility work needed in conjunction with the Asia Trail projects discussed previously.

PROJECT TITLE: Improve Fire Protection Systems
INSTALLATION: National Zoological Park
LOCATION: Rock Creek Park, Washington, DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 600

PRIOR YEAR FUNDING: 0

FUTURE YEAR FUNDING (FY 2006-FY 2009): 1,500

PROJECT DESCRIPTION:

Fire-alarm, smoke detection, and fire-suppression systems at the National Zoological Park are significantly deficient and have limited coverage. The Smithsonian requests \$600,000 in FY 2005 to begin a systematic upgrade of the systems throughout the Zoo in order to protect the visitors, staff, and animals and meet current life-safety codes.

PROJECT TITLE: Consolidate and Improve Alcohol Storage
INSTALLATION: Smithsonian Environmental Research Center
LOCATION: Edgewater, MD

FY 2005 COST ESTIMATE (Thousands of Dollars): 600

PRIOR YEAR FUNDING: 0

FUTURE YEAR FUNDING (FY 2006-FY 2009): 0

PROJECT DESCRIPTION:

As an integral and necessary component of the research at the Smithsonian Environmental Research Center (SERC), biological specimens are preserved in alcohol for later study. SERC currently stores these specimens in various locations, mostly in individual laboratories, under conditions that

do not meet the *National Fire Protection Association Fire Prevention (NFPA) Code* for storage of flammable and combustible materials. There is a significant but limited safety risk associated with very small quantities of specimens stored in alcohol. In FY 2005, the Institution plans to construct a small building to consolidate all alcohol storage in a single code-compliant location in order to comply with the NFPA code to eliminate the flammable and combustible hazard currently existing at numerous laboratory and storage locations at SERC. When complete, all specimens stored in alcohol will be housed in one building, designed and constructed to comply with the national fire and life-safety codes.

PROJECT TITLE: Replace Loading Dock Retaining Walls
INSTALLATION: Hirshhorn Museum and Sculpture Garden
LOCATION: Washington, DC

<u>FY 2005 COST ESTIMATE (Thousands of Dollars):</u>	500
<u>PRIOR YEAR FUNDING:</u>	0
<u>FUTURE YEAR FUNDING (FY 2006-FY 2009):</u>	0

PROJECT DESCRIPTION:

The Institution requests \$500,000 to replace the damaged loading dock retaining walls at the Hirshhorn Museum. The work is urgently needed in order to maintain the structural integrity of the retaining wall. A delay would allow further deterioration that could impact the safety of staff using the loading dock.

PROJECT TITLE: Renovate/Improve Restrooms and Amenities
INSTALLATION: National Zoological Park
LOCATION: Rock Creek Park, Washington, DC

<u>FY 2005 COST ESTIMATE (Thousands of Dollars):</u>	500
<u>PRIOR YEAR FUNDING:</u>	0
<u>FUTURE YEAR FUNDING (FY 2006-FY 2009):</u>	2,300

PROJECT DESCRIPTION:

With 2 to 3 million visitors frequenting the Zoo each year, the limited restroom facilities have been hard-pressed to serve far beyond their useful design life. The result is shabby conditions in the restrooms, frequent outages for repairs, and long lines of visitors waiting for the available functioning devices. In addition to the physical condition of the spaces, virtually all restrooms at the National Zoo fail to fully comply with accessibility guidelines. Because not all facilities can be taken out of service at one time, the Zoo is planning to renew the restrooms on a four-year phased program beginning in FY 2005. The first increment of funding will be for design and implementation of the most urgent improvements in failed public areas of the Zoo. Subsequent phases will continue the renovations until all facilities are renewed and comply with current building, health, safety, and accessibility code requirements. The Smithsonian requests \$500,000 in FY 2005 to begin this work.

PROJECT TITLE: Repair Roof Leaks
INSTALLATION: Quadrangle Building
LOCATION: Washington, DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 500
PRIOR YEAR FUNDING: 0
FUTURE YEAR FUNDING (FY 2006-FY 2009): 0

PROJECT DESCRIPTION:

The Quadrangle building is experiencing a number of roof leaks above the loading dock that have been worsening in the last several years. The Institution plans to use \$500,000 in FY 2005 to repair the roof to extend its life until the whole roofing system can be replaced. The work will involve moving the garden materials above the loading dock and adjacent spaces in order to repair that portion of the roof, and replacing the soil and plants.

PROJECT TITLE: Personnel
INSTALLATION: Multiple Locations
LOCATION: Smithsonian-wide

FY 2005 COST ESTIMATE (Thousands of Dollars): 3,000
PRIOR YEAR FUNDING (FY 2004): 3,000

<u>FUTURE YEAR FUNDING (FY 2006):</u>	<u>3,000</u>
	Total, 9,000

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 27 FTEs will be funded from this request. The permanent staff of 22 construction management engineers will cost approximately \$2.5 million in FY 2005. Additional construction management staff is budgeted for the Patent Office Building renovation project, the National Museum of American Indian Mall Museum project, and the Pod 5 project, and are included in the descriptions of those projects. The engineers directly supervise construction contractors on site performing revitalization work, exhibits construction, and other modifications in Smithsonian buildings to be sure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as Contracting Officer's Technical Representatives. The total cost of this permanent corps of construction managers amounts to approximately 3–4 percent of the revitalization work expected to be in progress each year, and this arrangement will allow the Institution to charge these costs directly to the project/program in a way comparable to the practices of other agencies such as NASA and the Army Corps of Engineers.

This request also funds five contract specialists providing support to all aspects of the procurement process for acquiring the necessary contract services to execute the capital program. These five positions will cost approximately \$500,000 in FY 2005.

The Institution must have an appropriate level of construction management staff to perform essential owner functions to supervise construction activities in order to ensure that quality work is completed safely, on time, and within budget. A professional trained staff will diminish the risk of owner-caused delays and related costs increases, and ensure that the work is appropriately coordinated with building occupants. Contracting support is essential to ensure the timely award of planning, design, and construction contracts to execute the capital program.

CONSTRUCTION

Projects in this category represent an investment in the continuing vitality of all Smithsonian programs. The creation of the Air and Space Museum's new Steven F. Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall testify to the vigorous spirit of public outreach that will bring more visitors in touch with their national collections. Furthermore, advances in science demand new locations for research and plant expansion to sustain increasingly complex research requirements. The Institution is also committed to providing appropriate, safe, and secure storage and care facilities for its extensive and valuable collections.

<u>Location</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Construct Pod 5	18,000
Smithsonian Astrophysical Observatory	VERITAS Construction	<u>990</u>
TOTAL		18,990

PROJECT TITLE: Construct Pod 5
INSTALLATION: Museum Support Center
LOCATION: Suitland, MD

<u>FY 2005 COST ESTIMATE (Thousands of Dollars):</u>		
Site work and construction		18,000
 <u>PRIOR YEAR FUNDING:</u>		
Facility Planning and Design	2,400	
Initiate construction	10,000	12,400
 <u>FUTURE YEAR FUNDING (FY 2006):</u>		
		<u>0</u>
	Total	30,400

BUILDING BACKGROUND:

Built in 1983 as designed by architectural firms Keyes, Condon, Florance and Metcalf and Toby, 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 524,000-square-foot facility houses no public exhibits. Rather, it has four large collections storage bays, referred to as pods, and an office-laboratory complex. The building is not open to the public, except for scholars and researchers.

The bays were initially designed and constructed as open, undesignated-use space, to be later fit out to meet the needs of the collections to be stored in them. In the mid-1990's, Pod 3 was considered for the storage of natural history specimens preserved in alcohol. The Natural History Museum engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pods were not constructed with intermediate floors, in order to permit maximum flexibility. In the face of prudent fire-safety practices and the needs of the collections, it became impractical to upgrade Pod 3 to meet the standards required for alcohol storage. The design estimated that it would cost over \$13 million to upgrade Pod 3, and it still would not fully meet building codes. The need remains for a code-compliant alcohol collections storage facility off the National Mall that will permanently house the Museum's alcohol collections, including those still in the NMNH building on the Mall. The proposed Pod 5 will provide a safe code-compliant environment for these collections, while freeing up valuable space at the NMNH Mall building and making Pod 3 available for other Institutional uses.

PROJECT JUSTIFICATION:

The design and construction of Pod 5 is the Smithsonian's highest-priority safety and security project. The Smithsonian has the world's largest collection of animal and botanical specimens preserved in alcohol, including a unique "type" collection of fishes that is the world-wide standard against which all fish species are compared. The Museum's irreplaceable collection is at risk of total loss because the containers of highly flammable alcohol (flash point of approximately 70° F) are stored in spaces at the NMNH building on the Mall that do not meet fire-code standards. In addition, the events of September 11, 2001, have put a higher level of emphasis and increased necessity on proceeding with this project.

Currently, approximately 365,000 gallons of alcohol preserves these collections in six locations of the building's space. This includes 3,000 gallons of alcohol and other flammable liquids that are stored in rooms beneath the Museum's entrance and steps leading from the National Mall. These collections fill three entire levels of the West Wing, as well as portions of two others. The spaces that house these alcohol-stored collections do not comply with National Fire Codes. All the storage areas are interior rooms with no means to naturally ventilate them in the event of a fire, increasing the risk of explosion and making it dangerous for fire fighters. The fire codes limit the size of such rooms to 500 square feet. All of the Museum's collection storage rooms far exceed this size, with several exceeding 15,000 square feet. The codes require flammable liquid storage rooms to have liquid-tight floors and spill-proof containment or drainage, but the Museum's rooms do not. A major spill, or a fire involving the application of lots of water, will spread liquids to adjacent areas and lower floors. The codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with adequately designed ventilation and fire suppression systems. The walls, floors, and ceilings throughout this building are riddled with holes that would allow a fire to spread, the ventilation systems are inadequate, and the fire systems could easily be overtaxed. The current alcohol storage within the building puts the entire landmark structure, the collections, Smithsonian staff, and the visiting public at risk. Approximately 275,000 gallons of alcohol in hundreds of thousands of glass and metal storage containers will be moved to Pod 5. Ninety thousand gallons will remain at the NHB in new collection rooms that will be constructed in compliance with National Fire Codes.

Renovating all of the existing space in the Mall Museum to become code-compliant can only be achieved through extraordinarily disruptive and costly means. The resultant space would only house a fraction of the collections now located on the Mall due to the 500-square-foot maximum for each storage room. The safest solution is the construction of a fifth pod at

the Museum Support Center in Suitland, where security inside the perimeter fencing provides the lowest risk. The fifth pod would effectively isolate the alcohol collections stored at MSC from vulnerable, less volatile collections in nearby existing pods.

PROJECT DESCRIPTION:

The preliminary scope of the project is to construct a 120,000-gross-square-foot addition to the Museum Support Center to house 250,000 gallons of alcohol collections in jars and tanks now in Pod 3 and 275,000 gallons of alcohol collections from the Natural History Museum on the Mall. The new pod will contain three levels of storage. The height of the pod will be determined based upon the requirement to provide appropriate space above and around the containers to provide adequate ventilation. The design of Pod 5 will accommodate existing shelving systems utilized by the Museum, as well as new shelving and compactor systems that are suitable for use with this kind of collection. Purchasing new equipment and relocating existing shelving are included in the project. A utility and access "street" will connect the pod to the rest of the existing building. Laboratory/research space of approximately 42,000 gross square feet and a new loading dock will provide support to activities related to the alcohol collections. The new pod is in accordance with the approved master plan for the Suitland campus. The estimated cost of \$28 million to construct and equip the building will be further refined and a baseline (scope, schedule, and budget) established once the building has been designed to the 35% stage.

The Institution received approval to reprogram \$2.4 million from Repair, Restoration and Alteration of Facilities in FY 2003 in order to design Pod 5, and has requested \$10 million in FY 2004 to begin construction using a multi-year contracting mechanism. The \$18 million requested for FY 2005 will allow the Smithsonian to complete construction and equipping of the new facility. These resources include 5 FTEs beginning in FY 2004 for construction management staff to supervise the construction contract.

PROGRESS TO DATE:

The Institution has awarded a design contract, and design has been initiated. The contract calls for delivery of final design documents in nine months. The preliminary milestone schedule is to complete the design in late spring 2004, award the construction contract in late summer 2004, and complete construction by spring 2006.

IMPACT OF DELAY:

In order to improve safety for staff, visitors, and the collections themselves, it is essential to provide code-compliant, secure storage for the collections preserved in alcohol as soon as possible. The National Museum of

Natural History and its staff, visiting public, and collections remain at risk with the alcohol collections inadequately protected within the building on the Mall.

PROJECT TITLE: VERITAS Construction
INSTALLATION: Smithsonian Astrophysical Observatory (SAO)
LOCATION: Kitt Peak National Observatory, Arizona

<u>FY 2005 COST ESTIMATE (Thousands of Dollars):</u>	
Construction	990
<u>PRIOR YEAR FUNDING:</u>	0
<u>FUTURE YEAR FUNDING (FY 2006):</u>	<u>0</u>
Total	990

BUILDING BACKGROUND:

The Very Energetic Radiation Imaging Telescope Array System (VERITAS) observatory represents a dramatic step forward in the study of extreme astrophysical processes in the universe. The field of ground-based gamma-ray astronomy has been revolutionized by the power of the atmospheric Cherenkov imaging technique. This technique was developed by the Smithsonian Whipple Observatory Gamma-Ray Collaboration. The VERITAS observatory will advance our understanding of the origin of cosmic rays, the nature of galactic jets, the density of the background infrared radiation, and the magnetic fields within supernova remnants. External reviews of VERITAS have been uniformly glowing. The latest, carried out for the National Science Foundation and the Department of Energy in December 2002, concluded that VERITAS has high intellectual merit and should have a broad impact on the scientific community and society in general, that VERITAS will address a rich and compelling list of science goals, and that it will occupy a central place in the high energy astrophysics of the next decade, leveraging the results expected from NASA's Gamma-Ray Large Area Space Telescope (GLAST) and other high energy missions, and forging strong connections with the wider astrophysics community.

The VERITAS site is expected to be in Horseshoe Canyon, Arizona, at the Kitt Peak National Observatory. Prior to the Kitt Peak selection, Montosa Canyon was the candidate site, but it was changed because of funding availability from the supporting agencies and the time requirement with regard to VERITAS being operational prior to the launch of the GLAST spacecraft. There remains one step left in the process to ensure use of Kitt Peak as the site. The project cost will be approximately \$20 million. This cost is being shared with the U.S. Department of Energy (DOE), the National Science Foundation (NSF), and ten United States and international research and academic institutions.

PROJECT JUSTIFICATION:

SAO astronomers have been pioneers in ground-based gamma-ray observation technology. Discoveries made at the SAO F. L. Whipple Observatory in Arizona form the basis for the development of VERITAS. It was originally planned that the Smithsonian's share of the cost of the facilities necessary to support and operate the telescope array would be used for site improvements at Montosa Canyon. However, the need to move the project to a different site, and the fact that the site improvements must be done before FY 2005, result in this request to use the \$990,000 included here to construct the control building for the project. Funding for site improvements and to construct the base support buildings will be included in DOE or NSF budget requests.

PROJECT DESCRIPTION:

The completed array will consist of seven, 34-foot-aperture telescopes placed at the corners and center of a hexagon with 279-foot long sides. Each large reflector will have a sophisticated camera at its focus. The initial project will install four telescopes, with the remaining three to be added at a later time to complete the array. The project includes construction of site infrastructure improvements, foundation piers, support structures and a central control building. The cost of the project is being shared by the project partners. The Smithsonian's share is to construct a control building for which the Institution requests \$990,000 in FY 2005. The funds to complete site development, construction of telescope foundations, and support structures will be requested by the National Science Foundation and the Department of Energy.

PROGRESS TO DATE:

The design will be completed in FY 2004 and construction will begin in FY 2005, with building occupancy anticipated for May 2005.

IMPACT OF DELAY:

DOE, NSF, and other partners are making significant contributions in support of the project. A delay in funding the construction would cause project delays, stalling valuable ground-based gamma-ray research. The latest review carried out for the National Science Foundation and the Department of Energy in December 2002 concluded that VERITAS has high intellectual merit and should have a broad impact on the scientific community and society in general, that VERITAS will address a rich and compelling list of science goals, and that it will occupy a central place in the high energy astrophysics of the next decade, leveraging the results expected from GLAST and other high energy missions and forging strong connections with the wider astrophysics community.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessment, and design for capital projects are required before work can take place. Resources in this category include all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging and research activities, similar to Department of Defense and NASA. The funding will allow development of project baselines, including costs, scope, and schedule, prior to receiving funding to perform the work.

In order to plan and design ahead of capital program execution, funding of about 10% of the following year's program is required each year. The funding requested for FY 2005 will provide necessary planning and design to at least the 35% stage for projects included in the planned FY 2007 program, and will complete design for projects planned for FY 2006. This will allow establishment of firm baselines before funding requests and enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

The specific components of the request for FY 2004 include the following:

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Arts and Industries Building	Complete Design of Restoration	5,000
Museum Support Center	Design Renovation of Pod 3	1,000
National Museum of Natural History	Continue Design of Revitalization	3,000
National Zoological Park	Design Major Revitalization	6,000
National Zoological Park	Update Rock Creek Master Plan	2,000
Multiple Locations	Miscellaneous Facilities Planning and Design	6,050
TOTAL		23,050

If resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range capital program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality over the next decade.

SMITHSONIAN INSTITUTION LIBRARIES



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