

Fiscal Year 1999 Budget Request to OMB



September 1997

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SMITHSONIAN INSTITUTION

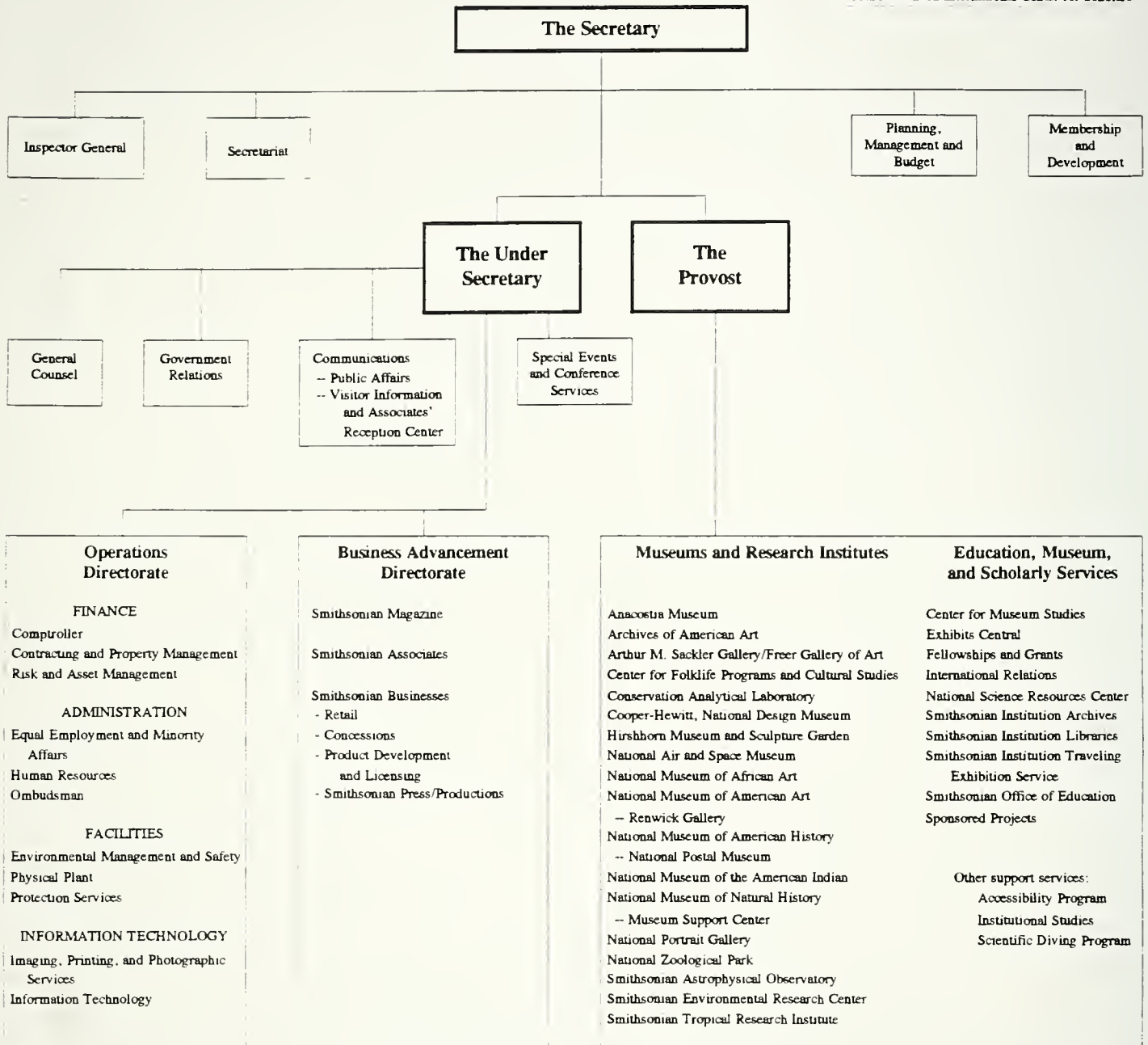
FISCAL YEAR 1999

Budget Request to the Office of Management and Budget

Smithsonian Institution

Board of Regents

Under Separate Boards of Trustees
 John F. Kennedy Center for the Performing Arts
 National Gallery of Art
 Woodrow Wilson International Center for Scholars



**Smithsonian Institution
Fiscal Year 1999 Budget Request to OMB**

Table of Contents

INTRODUCTION	1
SALARIES AND EXPENSES	9
Non-Recurring Costs	12
Mandatory Increases	12
Priority Program Requirements	22
New Facilities Support	23
Operating Support -- R&R and Zoo Construction	28
Information Management Resources	30
Exhibition Upgrades/Renovations	33
Enhancement of Scientific Capability	35
CONSTRUCTION & IMPROVEMENTS, NAT'L ZOOLOGICAL PARK . .	39
REPAIR AND RESTORATION OF BUILDINGS	45
CONSTRUCTION	
National Museum of the American Indian Mall Museum	49
National Museum of American History Blueprint	50
Smithsonian Environmental Research Center Infrastructure	51
Minor Construction, Alterations and Modifications	52
Facilities Planning	53
APPENDIX	
Strategic Plan	57
FY 1999 Performance Plan	79

SMITHSONIAN INSTITUTION FY 1999 BUDGET REQUEST

Account	FY 1998 Estimate	FY 1999 Request
Salaries and Expenses	\$334,557,000	\$376,931,000
Zoo Construction	3,850,000	10,625,000
Repair and Restoration	32,000,000	50,000,000
Construction	58,000,000	39,000,000
TOTAL	\$428,407,000	\$476,556,000

Introduction

Dedicated to the "increase and diffusion of knowledge," the Smithsonian has, over the past 150 years, become pre-eminent in astrophysics, tropical and environmental biology, the history of science, aeronautics and space science, art history, natural history, anthropology, and materials conservation. The world's largest museum, education, and research complex, the Institution includes 16 museums and galleries and the National Zoological Park, which receive approximately 25 million visits each year. Millions of others visit the Institution's traveling exhibitions and its expanded website, www.si.edu.

Objects, works of art, and specimens at the Smithsonian total about 139 million, of which 122 million are in the National Museum of Natural History. As a leading center for study in the sciences, the Institution has specialized research facilities in eight states and the Republic of Panama. The Smithsonian also conducts research in its museums and at field sites around the world.

In the last fiscal year the Institution built on the success of its sesquicentennial celebration, the key feature of which was *America's Smithsonian*, a major traveling exhibition that reached people across the country, and with continued development of the Institution's website. In addition, the Board of Regents, following up on a recommendation of the Commission on the Future of the Smithsonian Institution, approved a policy on affiliations under which the Institution creates relationships with museums and community organizations in other parts of the country. In the first of these, Bethlehem Steel in the Lehigh Valley of Pennsylvania is working with the Smithsonian to develop a museum of industrial history featuring machinery and other objects to be loaned from collections at the National Museum of American History.

Understanding that communications technologies hold the greatest promise for the future, for both the facilitation and for the dissemination of knowledge, the Institution has made and will continue to make substantial investments in the information infrastructure of the Smithsonian and in electronic imaging and cataloging of the Institutional collections. These efforts to provide the public and scholarly communities with fuller access to and information about the resources of the Smithsonian are entirely consistent with the Institution's strategic plan and are expected to dominate activity in the planning period.

Strategic Plan and FY 1999 Performance Plan

The Institution has completed a five-year strategic plan and has drafted an associated FY 1999 performance plan following the guidelines of the Government Performance and Results Act of 1993. These plans are included in the Appendix to this budget justification. The strategic plan builds on the mission of the Smithsonian, established for the increase and diffusion of knowledge, by setting three goals:

- **increase knowledge** through research activities and use of Smithsonian collections

- diffuse knowledge** through exhibitions, publications, programs, electronic communications, and affiliations; and through improvements in education and museum training opportunities

- support increased knowledge and diffusion** through improvements in finance, management, and physical infrastructure

These goals are directly linked to the program activities of the Institution as reflected in the President’s budget. Program activities supported by the Salaries and Expenses (S&E) appropriation are as follows:

Program Activities	% of S&E Funding
Research and Collections Management	35%
Education, Public Programs, and Exhibitions	13%
Administration	18%
Facilities and Security	34%

The draft FY 1999 performance plan is developed based on the mission and goals of the strategic plan, and includes performance goals and measures (some still under development) for each of the program activities, as listed above. Performance against the goals and targets for FY 1999 will be reviewed by senior Smithsonian management at the end of the fiscal year, and the results will be reported to OMB and Congress in the performance management report due by March 31, 2000.

As the annual performance planning and evaluation process evolves and matures, it will serve two critical purposes. First and foremost, it will be used by Smithsonian management as a tool to assess performance and progress in key areas, and will enable managers to make strategic and operational decisions based on accurate data. In addition, it will enable the Institution to communicate effectively to the public, the Executive Branch, and Congress the results

and accomplishments of the Institution's programmatic efforts in support of its mission.

The draft performance plan outlines the major goals proposed for each of the Institution's program activities in FY 1999, along with strategies to meet the goals and measures to assess success. Also provided is the breakdown of the resources requested in the FY 1999 budget as they relate to each program.

FY 1999 Budget Request

Development of the budget request for FY 1999 assumed receipt of the full FY 1998 Congressional request, with one exception: funding to construct the Mall facility of the National Museum of the American Indian will be \$29.0 million, half of the FY 1998 request. When Congress completes action on the FY 1998 appropriation, the Smithsonian will make necessary adjustments to its FY 1999 budget estimates.

For FY 1999, the Smithsonian's request for all operating and capital accounts totals \$476.6 million, an increase of \$48.2 million over the FY 1998 estimate. Of this request, \$376.9 million is for the Salaries and Expenses account; \$10.6 million for the Construction and Improvements, National Zoological Park account; \$50.0 million for the Repair and Restoration of Buildings account; and \$39.0 million for the Construction account. A summary is provided on the table following this section.

Salaries and Expenses

The Salaries and Expenses (S&E) request includes \$12.8 million in increases for core needs to support the daily operations of the Institution. These increases are for additional costs associated with necessary pay, federal retirement systems, workers' compensation, utilities and communications, rental space, payroll processing,

accessibility improvements, implementation of the requirements of the Panama Canal treaty, and extraordinary inflation. These increases are beyond the Institution's control and account for approximately 30% of the total S&E increase requested for FY 1999.

The request also includes a reduction of \$4.0 million in non-recurring costs associated with the FY 1998 estimate.

In addition, the Smithsonian has identified priority program requirements for FY 1999 in five major areas: new facilities support, including the National Museum of the American Indian; operating support for increased funding in the Construction and Improvements, National Zoological Park, and Repair and Restoration accounts; information access and management; permanent exhibition upgrades and renovations; and enhancement of the Institution's scientific capability. The Institution requests \$33.6 million and 136 new FTEs for these requirements.

Specific details of these activities are provided within the Salaries and Expenses section of this request.

Capital Accounts

The request for the Institution's capital accounts includes funds for the National Zoological Park's Construction and Improvements account (\$10.6 million) for renovations, repairs, and improvements at the Rock Creek and Front Royal sites, as well as an assessment of the Holt House and an update to the Zoo's master plan.

The request for the Repair and Restoration of Buildings account (\$50.0 million) will achieve a balance between correcting the unacceptable condition of four of the older buildings at the Smithsonian and maintaining the current condition of other facilities through systematic renewal and repair.

The Institution's Construction request (\$39.0 million) addresses requirements to complete construction of the National Museum of the American Indian Mall Museum, the design of infrastructure improvements at the Smithsonian Environmental Research Center, visitor improvements at the National Museum of American History, and minor construction and facilities planning.

Specific details of the capital accounts are provided within related sections of this request.

Smithsonian Institution FY 1999 Budget Request by Appropriation Account

	FTEs	
SALARIES AND EXPENSES		
FY 1998 Congressional Request	4,378	\$334,557,000
FY 1999 Changes:		
Non-Recurring Costs	0	(4,032,000)
Mandatory Increases for Sustaining Base Operations		
Necessary Pay and Benefits:		
• Annualization of FY 1998 Pay Raises	0	1,748,000
• Proposed FY 1999 Pay Raises	0	5,193,000
• Change to CSRS Contributions	0	1,226,000
• Federal Employees Retirement System	0	1,003,000
• Workers' Compensation	0	356,000
Utilities, Communications and Postage	0	1,886,000
Rental Space	0	389,000
National Finance Center Payroll Processing	0	30,000
Accessibility Improvements	0	425,000
Panama Canal Treaty Implementation	1	150,000
Extraordinary Inflation for Library Materials	0	365,000
Requirement for Security System Modernization [Non-Add] *	* 2	* 12,170,000
Priority Program Requirements		
New Facilities Support:		
• National Museum of Natural History East Court Move	0	1,783,000
• National Museum of the American Indian Facility/Move and Mall Exhibits	89	12,936,000
• National Museum of Natural History West Court Operations	12	526,000
Operating Support for Increased R&R and Zoo Construction Appropriations	34	4,240,000
Information Management Resources:		
• Collections Information Systems/Digitization	0	5,000,000
• Technology Infrastructure	0	4,000,000
Exhibition Upgrades/Renovations	0	3,000,000
Enhancement of Scientific Capability:		
• Major Scientific Instrumentation	0	1,650,000
• Conservation Biology Initiative	0	500,000
FTE Reduction to Meet Workforce Restructuring Planning Target of 4,303	-75	
FY 1999 SALARIES AND EXPENSES REQUEST	4,439	\$376,931,000

*Not included in the total estimate

	FTEs	
CONSTRUCTION AND IMPROVEMENTS, NATIONAL ZOOLOGICAL PARK		
Zoo Master Plan	0	600,000
Holt House Evaluation	0	100,000
Renovations and Repairs at Rock Creek and Front Royal	0	9,925,000
FY 1999 ZOO CONSTRUCTION REQUEST	0	\$ 10,625,000
REPAIR AND RESTORATION OF BUILDINGS		
Major Capital Renewal	0	22,920,000
Repairs, Restoration and Code Compliance	0	27,080,000
FY 1999 REPAIR AND RESTORATION REQUEST	0	\$ 50,000,000
CONSTRUCTION		
National Museum of the American Indian Mall Museum	0	29,000,000
Smithsonian Environmental Research Center Infrastructure	0	1,000,000
National Museum of American History Blueprint	0	2,000,000
Minor Construction, Alterations and Modifications	0	6,500,000
Facilities Planning	0	500,000
FY 1999 CONSTRUCTION REQUEST	0	\$ 39,000,000
FY 1999 REQUEST, ALL ACCOUNTS	4,439	\$476,556,000

**SMITHSONIAN INSTITUTION
SALARIES AND EXPENSES**

Summary of FY 1999 Change

FY 1998 Request to Congress		\$334,557,000
FY 1999 Increases:		
Non-Recurring Costs		(4,032,000)
Mandatory Cost Increases		12,771,000
Priority Program Requirements --		
New Facilities Support	15,245,000	
Operating Support -- Capital Appns	4,240,000	
Information Management Resources	9,000,000	
Exhibition Upgrades/Renovations	3,000,000	
Enhancement of Scientific Capability	2,150,000	

Subtotal		33,635,000
FY 1999 Request		\$376,931,000

SALARIES AND EXPENSES

FY 1997 Appropriation	\$ 318,492,000
FY 1998 Estimate	\$ 334,557,000
FY 1999 Estimate	\$ 376,931,000

This section provides specific details about the Institution's Salaries and Expenses budget request for FY 1999. Of the total increase requested, approximately 30% is attributable to mandatory costs for pay; utilities, communications and postage; rent; payroll processing; accessibility improvements; costs resulting from the transfer of ownership of the Panama Canal; and extraordinary inflation. The remainder is for priority program requirements for critical ongoing projects and new initiatives within the Institution.

No-Year Resources

Of the total FY 1999 S&E request of \$376,931,000, the Institution requests that \$58,204,000 remain available until expended. These funds will support major scientific instrumentation, collections acquisition, Museum Support Center equipment and move, exhibition reinstallation, the National Museum of the American Indian, repatriation program, research equipment, information management, Latino programming, and relocation of staff and collections to the National Museum of Natural History East Court facility.

FTE Targets

The Institution continues to meet mandated FTE reductions in its base operations and will reduce its workforce by 75 FTEs to comply with the specified FY 1999 reduction. However, the Institution is requesting additional FTEs for mandatory needs or new, authorized initiatives, to include the National Museum of the American Indian's requirements, National Museum of Natural History's West Court operations, and operating support associated with increased capital

appropriations. FTEs associated with increases requested for programs of a continuing nature -- information technology, scientific enhancement, and exhibition upgrades -- are not being requested. Staffing for these initiatives will be accomplished with current personnel.

Non-Recurring Costs

Fiscal year 1998 non-recurring costs, totaling \$4,032,000, include the following:

- \$1,050,000 for communications needs at the National Museum of the American Indian's Cultural Resources Center in Suitland, Maryland
- \$1,615,000 for collections storage cabinets to house specimens being relocated to new East Court building space at the National Museum of Natural History (NMNH)
- \$311,000 for the purchase and installation of the remaining electronic components and cabling for the NMNH East Court data network
- \$456,000 for office and laboratory relocations to new NMNH East Court space
- \$600,000 for the acquisition of essential building maintenance equipment for the National Museum of American Indian's Cultural Resources Center

Mandatory Increases for Sustaining Base Operations

The Smithsonian Institution seeks additional funds for costs that are beyond its control to manage. These costs result from legislatively-mandated pay increases; changes to federal retirement systems;

increases in utilities, communications, and rental space, National Finance Center payroll processing, accessibility improvements; costs associated with the transfer of ownership of the Panama Canal; and escalating costs of library materials. The Institution requests an increase of \$12,771,000 for the mandatory costs shown below.

Salary and Related Costs:

Annualization of FY 1998 Pay Raises	\$1,748,000
Proposed FY 1999 Pay Raises	5,193,000
Change to CSRS Contributions	1,226,000
Federal Employees Retirement System	1,003,000
Workers' Compensation	356,000

Subtotal, Salary and Related Costs	\$9,526,000

Other Costs:

Utilities, Communications, and Postage	\$1,886,000
Rental Space	389,000
National Finance Center Payroll Processing	30,000
Accessibility Improvements	425,000
Panama Canal Treaty Implementation	150,000
Extraordinary Inflation for Library Materials	365,000

Subtotal, Other Costs	\$3,245,000

Total Mandatory Increases	\$12,771,000

Salary and Related Costs

The Institution requests \$9,526,000 for the projected higher salary and benefits costs in FY 1999 for staff as described below.

- ***Annualization of FY 1998 Pay Raises:*** \$1,748,000 to annualize the costs of the proposed 2.8 percent January 1998 pay raise.

- ***Proposed FY 1999 Pay Raises:*** \$5,193,000 to fully fund the anticipated 3.0 percent January 1999 pay raise for three-quarters of a year.
- ***Change to Civil Service Retirement System (CSRS) Contributions:*** \$1,226,000 to cover the increased benefit costs of CSRS participants in the Federal workforce.
- ***Federal Employees' Retirement System (FERS):*** \$1,003,000 to cover the increased benefit costs of FERS participants in the Federal workforce. Additional funds will be requested in the future, as the composition of the Institution's Federal workforce continues to shift to FERS participation (versus CSRS) over time.
- ***Workers' Compensation:*** \$356,000 as specified in the provisions of Section 8147(b) of Title 5, United States Code, as amended April 21, 1976 by Public Law 94-273. The FY 1999 bill for the Institution's Federal portion (\$2,066,000) covers the actual expenses incurred for the period July 1, 1996 through June 30, 1997.

Utilities, Communications, and Postage

The Institution requests \$1,886,000 in FY 1999 to cover anticipated increased costs attributable to new facilities, increased consumption, and projected rate increases.

The following table displays utilities, communications and postage estimates from FY 1997 through FY 1999; detailed explanations of each line-item follow.

**Federal Utilities, Communications and Postage Costs
FY 1997 - FY 1999**

(Dollars in Thousands)	FY 1997 Estimate	FY 1998 Estimate	FY 1999 Estimate
Electricity	10,074	11,100	11,106
Steam	3,113	3,242	3,470
Gas	1,190	1,295	1,527
Fuel Oil/Water	412	427	437
D.C. Gov't Water/Sewer	2,520	2,520	3,097
Communications/Networks	6,056	6,791	8,166
NMAI Communications	0	1,050	0
Postage	2,654	2,792	2,250
Total	26,019	29,217	30,053
Base ^{1/}	26,019	29,217	28,167
Surplus/(Deficit)	0	0	(1,886)

1/ FY 1998 base includes a one-time amount for NMAI communications.

- Electricity** - The major component of the Utilities account is electricity. In addition to lighting and office equipment, electricity powers the machinery that provides cooling for the Smithsonian's buildings. A vigorous energy management program has allowed the Institution to control electrical consumption levels in order to offset projected rate increases for FY 1999. The most significant element of the program is the installation of automated central controls on most building systems which allow staff to cycle motors on and off as required to limit consumption during high use or high rate periods. Energy efficient lighting in museums and storage facilities also contributes to savings in electricity. The FY 1999 estimate reflects slightly increased costs associated with installation of a new heating, ventilating and air conditioning system in Building 17 at the Paul E. Garber facility in Suitland, Maryland, and a new central utilities plant at the Cooper-Hewitt, National Design Museum in New York. Requirements for the National Museum of the American Indian's Cultural Resources

Center and a portion of the National Museum of Natural History's West Court are being requested in the Priority Program Requirements section of this request.

- **Steam** - Steam is used primarily for heating Smithsonian Mall and New York facilities, year-round humidification, and hot water production. Efforts to maintain an interior environment conducive to the preservation of artifacts results in large steam consumption. FY 1999 estimated costs reflect a three percent historical inflation rate, and an anticipated four percent rate increase for New York City facilities. A temporary increase is also projected as a result of building construction (such as roof, skylight and window replacements) at several major museums. Requirements for a portion of the National Museum of Natural History's West Court costs are included in the West Court request as well.
- **Gas** - Natural gas is used for heating and cooling at most facilities outside of the Mall area. One of the most successful of the Smithsonian's energy management efforts is the installation in older facilities of new boilers which allow the use of either natural gas or fuel oil, depending on which is cheaper at the time. Although the cost of natural gas has been increasing in recent years, the Institution has found that natural gas is more often the cheaper of the two fuels. The Smithsonian will purchase more natural gas than fuel oil in FY 1997, and the FY 1999 estimate reflects this trend. The estimate also includes a consumption increase associated with operation of the new utilities plant at the Cooper-Hewitt, National Design Museum in New York City, as well as an overall three percent annual cost increase based on past experience. Requirements for the National Museum of the American Indian's Cultural Resources Center are being requested in the NMAI request.
- **Fuel Oil/Water** - The FY 1999 estimate assumes a decrease in fuel oil consumption that corresponds to the increase in natural gas usage in facilities away from the Mall. However, the lower fuel oil

cost will be partially offset by an anticipated increase in water consumption at satellite facilities in Maryland and Virginia. A three percent inflation rate has also been incorporated into the FY 1999 estimate. Requirements for the National Museum of the American Indian's Cultural Resources Center are being requested in the NMAI request.

- ***DC Government Water/Sewer*** - The FY 1999 estimate for the District of Columbia government's water and sewer costs is based on cost projections provided by the District government in FY 1997.
- ***Communications/Networks*** - The FY 1999 estimate for communications includes increases to maintain and upgrade the Institution's communications network infrastructure (SINET) and voicemail system and to support an Institution-wide radio trunking system to better utilize assigned radio frequencies. The FY 1999 request also includes an estimated five percent annual increase in basic telecommunications charges.
- ***Postage*** - The FY 1999 estimate for postage reflects a projected reduction in use, based on current experience and a trend identified by the U.S. Postal Service (USPS) towards increased usage of electronic media over written communications. The estimate also includes an amount to cover a planned across-the-board USPS rate increase of 4.5 percent.

Rental of Space

The Institution requests \$389,000 for increased expenses in the central rental account. Leased space in the Washington, D.C., New York and Boston areas provides critical collection housing and storage as well as space for the Institution's exhibition, education, research and collection programs. The increase reflects projected cost increases in base rent operating and real estate charges.

The following table reflects the projected costs for rental space for FY 1997 through FY 1999.

**Federal Central Rental Costs
FY 1997 - FY 1999**

(Dollars in Thousands)	FY 1997 Estimate	FY 1998 Estimate	FY 1999 Estimate
Office Space	3,019	3,173	3,359
Warehouse Space/Other	2,677	2,814	3,017
Total	5,696	5,987	6,376
Base	5,777	5,987	5,987
Surplus/(Deficit)	81	0	(389)

National Finance Center (NFC) Personnel and Payroll Processing

The Smithsonian contracts with the U.S. Department of Agriculture's National Finance Center to support personnel management and payroll processing. Additional funding of \$30,000 is requested to cover costs incurred by the National Finance Center for system modifications. These increases are uncontrollable but necessary to continue the payroll and personnel system services provided by the Center.

Accessibility Improvements

The Smithsonian has created an infrastructure for improving accessibility for staff and visitors with disabilities. Policy, implementation guidelines, facility and program surveys, five-year improvement plans, and extensive training programs are in place. Funding of \$425,000 is requested for the Institution to begin to aggressively address existing deficiencies and avoid future ones.

In order to meet the accessibility standards established pursuant to the Architectural Barriers Act, the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act, the Smithsonian must improve access to its resources for people with disabilities. The

requested funds will enable the Institution to make accessibility improvements in accordance with the five-year plan. This five-year accessibility improvements plan includes:

- correcting existing programmatic deficiencies by improving the legibility of labels, providing alternative formats for publications, and captioning videos and computer programs (\$300,000)
- increasing the quality and availability of access services, such as sign language interpreters, readers, and audio describers (\$50,000)
- providing for one staff member to review the design and construction of new and renovated facilities (\$75,000)

These key elements will substantially increase the level of access throughout Smithsonian museums and the National Zoo and will set the standard for visitor models that can be emulated by museums worldwide.

Implementation of the Panama Canal Treaty

Funding of \$150,000 is requested for FY 1999 to support the increase in operating costs at the Smithsonian Tropical Research Institute (STRI) in Panama resulting from implementation of the 1977 Panama Canal Treaty. Under the terms and conditions of this treaty, responsibility for the operation of the Panama Canal and its related facilities will be turned over to the Republic of Panama by the United States on December 31, 1999.

All support services provided to STRI by the United States Department of Defense (DOD) will terminate by the end of December 1999; some services have already been curtailed or eliminated. DOD currently provides mail services, vehicle and research vessel fuel, purchase privileges through its commissaries and supply stores, transportation of large equipment from the United States to Panama, and, until recently, some medical services. Additional costs to replace these services are anticipated to be \$150,000 annually.

In addition to the loss of various support services, changes to the personnel system will be required under the Treaty's implementation and will likely become effective in FY 2000. Preliminary cost estimates as a result of these changes are slightly over \$1 million. The FY 2000 budget request will include increases for these mandatory costs.

Extraordinary Inflation for Library Materials

For FY 1999, the Institution requires \$365,000 to counter the effects of continuing inflationary increases on book and journal purchasing. Lack of funding to combat ten years of annual double-digit inflation, combined with chronically unfavorable foreign exchange rates, continues to jeopardize the vitality of the Institution's library research holdings. In the last ten years, journals' inflation averaged 11.9 percent annually, and has reached as high as 16 percent. In FY 1998, an additional 12 percent increase in journal prices is expected. More than 1,200 subscriptions have been canceled. As a result of maintaining those journals mandatory for Smithsonian research, the Institution has reduced its book purchases by 50 percent. While the Institution takes advantage of inter-library loans, this program cannot adequately meet the needs of research staff. Without funding to cover current inflation, the Institution's book and journal purchasing power will continue to decline, and research throughout the Institution will suffer.

Requirement for Security System Modernization

(Not Included in Total Estimates)

Although not included as part of the FY 1999 request, the Institution urgently needs to replace its outdated Proprietary Security System (SIPSS), deemed inadequate by the Smithsonian's Inspector General, outside security consultants, and the United States Corps of Engineers. Funding in the amount of \$12,170,000 will provide for the design, installation and operation of a pass and identification system, alarm systems, access control systems, closed circuit television systems, radio communications systems, and central monitoring, integration, command and control systems. With these funds, additional security system needs not currently performed by SIPSS will be addressed and normal operational security standards for high profile facilities will be integrated into the security program of the Smithsonian. A portion of these funds (\$12,000,000) is for contracts and materials and is requested to remain available until expended; the remaining \$170,000 in base funding will support two systems administrator and engineer positions and related support costs.

The Institution seeks to explore, with the assistance of OMB, alternative Federal funding sources to obtain these required funds. These might include Government-wide security/protection initiatives managed through another agency, such as the Department of Justice or Department of Defense, or through OMB's counterterrorism/antiterrorism initiative.

Priority Program Requirements

To ensure excellence in its public programs and facilities, capitalize on new opportunities for expanded outreach, and strengthen its pre-eminence in scientific and scholarly research, the Institution requires funding for the following critical ongoing projects and new initiatives FY 1999:

- New facilities support for the National Museum of Natural History East and West Court projects, and for the National Museum of the American Indian move to the Cultural Resources Center in Suitland, Maryland as well as development of its Mall exhibitions
- Operating support for increased R&R and Zoo Construction appropriations
- Support for the continued development of major collections and research information systems and an Institution-wide network infrastructure
- Support for the systematic upgrade and renovation of permanent exhibitions
- Support for the enhancement of scientific capability including conservation biology coordination efforts and the purchase of major scientific equipment

Each of these areas is described below.

New Facilities Support (101 FTE and \$15,245,000)

Funding is requested for the relocation of staff, equipment, and collections to the East Court building in NMNH; operational support, including security, building management, maintenance and utilities for the West Court project at NMNH; and the continued development of the National Museum of the American Indian, including the move of collections from New York to the Cultural Resources Center (CRC) in Suitland, Maryland, related CRC implementation and operational costs, and initial funding for development of exhibitions for the Mall Museum.

National Museum of Natural History East Court Project (0 FTE and \$1,783,000)

The National Museum of Natural History East Court building will provide space for research and collections activities, public service space for education offices and instructional classrooms, and needed public restrooms. The building will also provide “swing” space for those Natural History occupants temporarily displaced by the mechanical renovation of the Natural History building, a major capital renewal project. Over the next decade, this project will provide the Museum with a new heating, ventilating, and air conditioning system. The progress of the mechanical renovation project is dependent upon the prompt occupancy of the East Court building and related relocations.

This request includes \$1,783,000 on a one-time basis to remain available until expended to support contracts, supplies, equipment and other needs related to the continuing relocations of staff and collections. The relocation of millions of delicate specimens, including insect collections from field work carried out since 1881, involves significant preparation. Specimens must be inspected for pests, cleaned, stabilized for transport, packed and moved, and placed in their final storage location. This effort requires substantial amounts of supplemental contract labor and specialized supplies and equipment. In addition to the move of fragile specimens, funding is required to assist with the relocation of offices and laboratories to ensure timely occupancy of the new East Court building. It is important that space be

made available for displaced staff to keep the Natural History building mechanical renovation project on schedule, to minimize the interruption of regular scientific work, and to maintain access to important and intensively utilized reference collections.

National Museum of the American Indian Requirements (89 FTE and \$12,936,000)

The move of the National Museum of the American Indian (NMAI) collections in New York to the Cultural Resources Center (CRC) in Suitland, Maryland, will begin in late 1998 and is expected to continue for a five-year period. Based on exhaustive reviews, the five-year period is the optimal length of time required to move the collections.

**National Museum of the American Indian
FY 1999 Request**

	FTEs	
Direct Costs to Move Collections to the Cultural Resources Center		
• Move of Collections	11	\$4,252,000
• Technology-Related Equipment	0	938,000
• Furnishings and Other Equipment	0	2,338,000
Cultural Resources Center Initial Operating Requirements		
• Research Programs	3	297,000
• Collections Programs	6	340,000
• Public Programs	12	950,000
• Administrative Support	7	491,000
• In-House Facilities Support	10	420,000
Support Provided by Other Smithsonian Offices		
• Security and Safety Needs	20	800,000
• Physical Plant Support	14	660,000
• Libraries	2	121,000
• Utilities	0	535,000
Mall Museum Exhibition Development	4	794,000
FY 1999 NMAI REQUEST	89	\$12,936,000

This request (89 FTE and \$12,936,000) supports the physical move of staff and collections; establishment and implementation of operations at CRC; centrally-provided support required at the CRC, including security, physical plant, utilities, and libraries; and initial development of the inaugural exhibitions for the Mall Museum.

The Museum's FY 1999 requirements are displayed on the chart above. While most costs are self-explanatory, the requirements for research, collections and public programs are described in more detail as follows:

- Research Programs (3 FTE and \$297,000) - The Cultural Resources Center will allow NMAI to expand research activities to cover areas that had been restricted by the crowded collections storage and inadequate work space at the Research Branch facility in New York. In addition, visiting tribal members and scholars and exhibitions staff preparing for the Mall Museum inaugural exhibitions will significantly increase use of the collections. Funding is requested for additional curatorial staff who will specialize in Eastern Woodlands Indians and the populations of Mesoamerica and will work on collections documentation. These staff will also provide support for the Museum's repatriation program.
- Collections Programs (6 FTE and \$340,000) - Funding is requested for three museum technicians, one conservation technician, and one program assistant to assist in the increased collection management activities required with the increased access provided by the CRC and improved inventory control. In addition, a database manager is essential to support the inventory process and is particularly important to the five-year relocation of the collections.
- Public Programs (12 FTE and \$950,000) - The Cultural Resources Center requires funding for seven positions in order to provide assistance and services to both Native and non-Native visitors and researchers. In addition, staff will develop Web versions of exhibitions to make the museum experience available throughout

the country. The film and video operation will be relocated to the CRC from the Heye Center in New York and is expected to expand its activities by establishing a video library for use by visiting researchers, scholars and the public. This program will require a manager to organize and oversee this new activity. Staffing in Community Services and Training includes two program coordinators for Central and South America and two assistants. This increase in staff will make possible the establishment of an essential link between Indian peoples and organizations throughout the hemisphere and the Cultural Resources Center. The added staff will provide outreach services, increased access to NMAI resources and collections, and will develop collaborative projects as requests for NMAI services from Native communities, museums, and the general public increase.

National Museum Of Natural History West Court Operations (12 FTE and \$526,000)

The Discovery Center, also known as the West Court project, is now under construction within the National Museum of Natural History building. Its occupation will begin late in 1998. Housing staff and public restaurants as well as a new, large-format, 2D/3D theater, it also will provide new and expanded space for the Discovery Room, Natural History's hands-on learning center, currently located in the main Museum building, and for the anthropology film archives. The Discovery Center will be integrated with the existing structure, which will result in expansion of both public and non-public space, as well as with the building's mechanical support systems.

Funds are requested for seven FTE and \$247,000 to support building management staff and related costs in the National Museum of Natural History. The Institution also requests two FTE and \$104,000 to support building management staff in the Office of Physical Plant and related costs. Additionally, three FTE and \$111,000 are requested to support security guards and related costs in the Office of Protection Services. These funds will provide for the modestly increased level of

building support services required for greatly expanded space and activity.

Funds are also requested for a portion of utility charges to be incurred as a result of the additional space (\$64,000). The theater and restaurants in the Discovery Center will be assessed for the remainder of the utility costs (\$256,000) in the same manner as other revenue-producing activities.

Operating Support for Increased Repair and Restoration and Zoo Construction Appropriations (34 FTE and \$4,240,000)

The volume and complexity of R&R projects has increased dramatically since FY 1992 when the Smithsonian's R&R appropriation was just under \$24 million. Additionally, with an increased level of Construction and Improvement funds requested for the National Zoological Park (NZP), the Institution plans to address the minimum \$26 million deficiency level of infrastructure repair projects requiring correction at Rock Creek and Front Royal sites. However, staff in the organizations with greatest responsibility for implementing the program, the Office of Physical Plant, the National Zoological Park, and the Office of Contracting and Property Management has downsized in the same period to meet mandated FTE ceilings. In order to effectively accomplish administration of higher funding levels, the Institution requests additional resources of 34 FTE and \$4,240,000.

The requested increases will keep workload in the Office of Physical Plant, the Zoo's facilities department, and the Office of Contracting and Property Management in balance with planned capital funding to ensure the timely and cost-effective renewal of Smithsonian facilities.

Office of Physical Plant (20 FTE and \$2,717,000) - This requested increase provides for the Office of Physical Plant to execute the R&R program at a \$50 million level. Of this amount, \$1,730,000 will fund facilities planners, architects, engineers, construction managers, and a construction inspector to manage construction activities. The remaining \$987,000 will allow for the lease of additional space for the staff, and provide for travel, training and the purchase of related services, supplies and equipment.

National Zoological Park (6 FTE and \$600,000) - Six additional FTE and \$600,000 are required to support the administration of a \$10.6 million Zoo construction, repair, renovation and improvements program. These funds will provide one computer-aided drafting operator, three design managers, and two contracting officer technical representatives and associated support costs for these positions.

Office of Contracting and Property Management (8 FTEs and \$923,000) - The Office of Contracting and Property Management (OCPM), the principal contracting office for the Smithsonian, provides services essential to the successful completion of the R&R work at the Smithsonian. As the Institution's principal contracting office, OCPM has a major role in negotiating, developing, awarding, and administering facilities contracts, in addition to managing about \$90 million a year in small work orders and operational contracting.

The requested increase will allow OCPM to keep pace with projected R&R and Zoo Construction funding levels, while still managing other contracting activities for the Institution. The Smithsonian requests eight FTE and \$923,000 to hire a supervisory contract specialist, four contract specialists, and three contract administrators (\$653,000) and for space, equipment, supplies, and services for this additional staff (\$270,000).

Information Management Resources (0 FTE and \$9,000,000)

In order for the Institution to capitalize on the opportunities afforded by new technologies, funding is requested to improve the Institution's electronic network infrastructure that links all parts of the Institution. This will allow collections and research information to be recorded in digital format and in automated systems in order to make them far more accessible to the American public and scholarly communities.

The requested funding would be included as part of the Institution-wide Programs line-item to remain available until expended.

Collections Information Systems/Digitization (0 FTE and \$5,000,000)

One of the Secretary's primary goals for the Smithsonian is recording collections in digital form and making them accessible online and on discs. Expanded electronic access gives the Smithsonian an opportunity to make its extraordinary, and in many cases unseen, collections available to the public and scholarly communities on a scale not previously possible.

Pilot projects created by several Smithsonian museums, a number of which have won awards, have demonstrated the feasibility and success of varied electronic approaches to providing information and images from the collections. These efforts also indicate that the Institution is at a point that warrants full implementation of a coordinated program of electronic access to images and data on its collections.

A program that will evolve into an incomparable source of material for research, exhibitions and education purposes over five years will require major increments of new funding (\$5,000,000) in each of those years and thoughtful planning in order to bring together curators, collections, components, and systems.

With this funding, the Institution can effectively implement a systematic process for transformation to an electronic environment. This encompasses setting priorities for imaging specific collections and

enhancing data content, refining digital production processes, choosing proper search engines, and developing presentation templates. Several million digitized images of objects in the Institution's collections, along with accompanying data, may be anticipated by 2003.

As it has with other major initiatives in the past, the Institution is aggressively seeking partnerships and cooperative ventures with the private sector and other cultural, scientific, and educational entities to supplement Federal resources. These partnerships are expected to support significant new physical and virtual exhibitions, as well as to assist in sharing technology and applications for collections information systems with art, history, and science museums engaged in similar activities in other parts of the country.

The requested funding of \$5,000,000 will cover costs of the initial digitization effort as follows: (1) retrospective photography and digitization, (2) hardware/software (scanners, image servers, software for development of electronic exhibitions and other presentation formats, image management systems), (3) contractual services, and (4) personnel, including staff for digitization and image management, photography, and retrospective cataloguing (data enhancement). Distribution of costs among specific collections, activities, and museums will be determined as the overall coordination is refined and priorities are established within an orderly planning process.

Technology Infrastructure (0 FTE and \$4,000,000)

Critical to the success of all Institutional programs, and particularly to its ambitious electronic outreach initiative, is an orderly, well-planned upgrade of the Smithsonian's electronic infrastructure. In FY 1999, the Institution expects to make significant strides in acquisition and installation of network components to increase that capacity overall and to ensure its stability. However, a continuing level of funding is required to maintain network stability through replacement of outdated components and to keep pace with electronic demands generated by scientific research, collections management, public exhibition and education, and administrative needs. The Institution's strategy of phasing in network capabilities that enable transfer of large

volumes of images, audio, video and other media parallels efforts to make the collections and associated research information accessible to the public over the Internet. With a well considered plan, based on multi-year funding improvements to the electronic infrastructure, the network information needs of the Smithsonian can be met.

Parallel to the need for upgrading network capacity is the need for creating a routine computer equipment replacement program. Increasing Institution-wide reliance on computers for information processing currently depends on an aging base of equipment that is simply unable to support planned systems. The requirement to routinely upgrade or replace that equipment cannot be met in a sustained fashion by programmatic funds or by salary lapse. For FY 1999, the Smithsonian plans to begin to systematically replace substandard desktop computers with network-capable ones and to upgrade basic software for administration, collections management and research. The Institution's computer network replacement program is essential to the success of major undertakings, including making the collections accessible to the public over the Internet and upgrading major financial systems.

The funds requested of \$4,000,000 will be used for network cabling, hardware and software essential to the communications network; for desktop computers and general-purpose network servers, pre-configured with standard software; for personnel essential to the support of the network and its applications software, such as electronic mail, Internet and security software; for staff training and the small amount of staff travel essential for staff to maintain expertise in the highly technical network area; for contractors to supplement staff skills where that is more cost effective; and for a few Institutional memberships in organizations that enable staff to maintain currency in this rapidly changing technology.

With the establishment of dependable levels of funding in the fundamental areas of network infrastructure and computing capability, the Institution will be able to create a stable platform to support ongoing programs, as well as new electronic initiatives that will reach beyond its walls.

Exhibition Upgrades and Renovations (0 FTE and \$3,000,000)

Museum exhibits are the Institution's most visible links to the public and the means of attracting and holding the attention of future generations of visitors and potential benefactors. Many of the permanent exhibits, however, were installed more than twenty years ago and have become outdated in design and interpretation and, in some cases, inaccurate. The amount of information, especially scientific information, is increasing at an unprecedented rate, and scientific literacy has become a fundamental skill requirement in the world community. Yet current information has become ever more difficult to convey through traditional classroom instruction. The National Museum of Natural History and the National Museum of American History, in particular, are expected to play key roles in disseminating the most current information with exhibitions that set new standards for educational effectiveness. In addition, these new exhibitions may be structured to make viewers who are intimidated by science and use of new technologies feel more comfortable with this information and more engaged by the excitement of intellectual inquiry.

The expense of major, permanent installations means that such renovations require years to accomplish while museums attempt to pull together the necessary public and private resources - and, in the meantime, it is difficult to maintain momentum and interest. The Institution has begun a successful, systematic plan to carry out a major capital renewal program to ensure that its building systems are modern and sufficient to continue to serve a growing and more demanding public, to provide safe storage for our precious collections, and to provide adequate office and laboratory space for research, collections management, public programming and administrative needs. A major exhibition renovation fund is requested to begin a more aggressive revitalization of our oldest, mostly outdated exhibits in those facilities which have undergone or are undergoing major capital renewal. To remain available until expended, such funds would supplement existing, minimal base resources and private resources expected from major fund-raising campaigns.

Careful planning is essential for renovation of major exhibition complexes, requiring years for concept development, research, design, demolition, object selection, preparation, and final installation. Scheduling upgrades to major exhibition halls is ideally coordinated with repair and renovation and major capital renewal to avoid unnecessary closing of public areas and/or having to renovate a hall twice (once for facility system upgrade and once for exhibition upgrade). With the Institution's Major Capital Renewal Program moving forward on a regular schedule, no-year exhibition renovation funds would be budgeted in a similar manner, addressing the most urgent exhibition renewal projects in a planned, systematic fashion. The Institution will establish coordination processes to ensure that renovation and exhibition upgrade projects move forward in concert, and that funds are used most effectively and economically when required.

During FY 1999, with funds requested of \$3,000,000, emphasis will be on renovation of the National Museum of Natural History's Hall of African History and Cultures, the National Museum of American History's Timekeeping exhibit, and planning will begin for installation of new exhibition programs in the Patent Office Building and the Arts and Industries Building once those buildings have undergone major capital renewal. The Institution is committed to bringing its popular, permanent exhibition program up-to-date, with exhibitions that are interdisciplinary, interactive, inviting, challenging, and impeccably researched - all of which take time and money. The outcome, however, will be that the Institution's museums once again are leaders among the United States and world museums.

Enhancement of Scientific Capability (0 FTE and \$2,150,000)

Funding is requested for two major initiatives to further the Institution's position in basic research in earth sciences and biology: 1) the development of a specialized electron microscope lab at the National Museum of Natural History for the analysis of space particles, and 2) support for the new Institute of Conservation Biology to address environmental issues and produce sound management policy for maintaining biological diversity.

Major Scientific Instrumentation Funding for Electron Microscope at the National Museum of Natural History (0 FTE and \$1,650,000)

The Smithsonian requests one-time funds to remain available until expended in the amount of \$1,650,000 for construction of an integrated Field Emission Transmission Electron Microscope Lab. The requested funds will support development, equipment, laboratory construction and other non-salary costs. The Institution will request reprogramming of additional funding of \$1,450,000 from the Major Scientific Instrumentation base resulting in total funding of \$3,100,000 to construct the microscope lab. Actual design and development of the microscope will begin in late 1998, simultaneously with preparation of laboratory space. Preliminary installation and testing of the equipment is anticipated for late 1999 or early 2000.

The Field Emission Transmission Electron Microscope will analyze tiny particles from within meteorites and from samples returned by upcoming National Aeronautics and Space Administration (NASA) space missions to Mars, a comet, and other solar system bodies. Development of the preparation and handling instrumentation will be performed by a combination of scientists from the Smithsonian Institution and the Carnegie Institution of Washington, along with engineers from the company selected to provide the base (unmodified) electron microscope. An advisory team composed of three scientists (two university scientists and one industry scientist) is in place for coordinating the development of the new instrumentation. Development and refining of the instrumentation will continue over the following two years.

This facility will be unique in having custom instrumentation (1) for sample preparation, (2) for automated manipulation of the samples on the microscope stage, (3) for easy transfer of precious samples between the TEM and other instruments for diverse kinds of analytical measurements on the same particles, and (4) for general laboratory handling of such tiny samples with the least risk of loss. No such laboratory currently exists in the United States, despite the fact that a planned NASA space mission will bring back the first samples from a comet in 2008.

The National Museum of Natural History will submit a proposal to NASA in the fall of 1997 for a pilot grant to support some of the initial costs of this project, including salary for a scientist specializing in transmission electron microscopy. Preliminary discussions with NASA suggest the lab would be in a strong position to receive regular, programmatic funding.

The requested funds of \$1,650,000 will support development of the proposed laboratory and provide for equipment, supplies and other non-salary costs.

Institute for Conservation Biology (0 FTE and \$500,000)

This request will provide support for the newly formed Institute for Conservation Biology, a pan-Institutional research and education initiative aimed at creating a coordinating framework for advancing development, communication and management in the areas of conservation biology. The Institute will develop and implement a strategic plan governing the methods and aims of conservation biology activities which, at present, are carried out in many separate parts of the Institution.

Conservation biology is a relatively new field of interdisciplinary science and education designed to maintain biological diversity. The Smithsonian's vast scientific capacity, experience and links in conservation biology and the related field of biological diversity are of the first order. The Institute for Conservation Biology--a coordination effort, not a separate organization--will result in a more effective,

expanded leadership role for the Smithsonian and the United States in this rapidly evolving environmental field.

The Smithsonian will provide program support while the Institute draws on existing expertise in conservation biology from across the Smithsonian research institutes to operate programs in training and education, systematics and evolutionary biology for conservation, and field biology for conservation. This basic support will be supplemented by outside sources and, when appropriate, registration fees from participants. Participation in these programs will be open to as many segments of society as possible in order to connect students, managers and decision-makers with the Smithsonian's vital technical information on the status of the natural world and techniques for measuring and monitoring it. The Institute is an umbrella for the Smithsonian's biological reference collection, its existing research and education facilities, and sophisticated electronic media programs along with a staff of outstanding scholars in the field of conservation biology.

The requested funding of \$500,000 will provide for two staff members and related costs (\$165,000) and support in the following areas:

- Training and education (\$100,000). In order to fill the need for qualified individuals to manage natural resources to conserve biodiversity, training will be provided in inventory and monitoring for persons in ecology, systematics and conservation biology. Formal and informal education will also be provided on biological diversity subjects.
- Systematics and evolutionary biology (\$135,000). The Institute will improve access to specimen-related data and create field guides and electronic identification aids to improve the ability to perform biological surveys, manage wildlife and educate the public about natural resources. The Institute will also actively explore questions relating to natural change in the past to shed light on mitigation strategies for future climate change, and will address the Smithsonian's role in setting priorities for biological inventory in the United States.

- Field biology for conservation (\$100,000). The Institute will sponsor basic and long-term research on the origin and maintenance of biological diversity and generate data relevant to environmental policy.

CONSTRUCTION AND IMPROVEMENTS NATIONAL ZOOLOGICAL PARK

FY 1997 Appropriation	\$ 3,850,000
FY 1998 Estimate	\$ 3,850,000
FY 1999 Estimate	\$10,625,000

The National Zoological Park maintains 600,000 square feet of exhibition, animal care, and research facilities spread over 167 acres at Rock Creek Park in Washington, D.C. and more than 230,000 square feet of facilities on 3,150 acres at the Conservation and Research Center in Front Royal, Virginia.

Appropriations in this account provide funding of design and construction for repair, renovation, alterations, and additions to existing exhibits, buildings, utilities, roads, grounds, and infrastructure. Appropriations also provide for new facilities and exhibits outlined in the Master Plan.

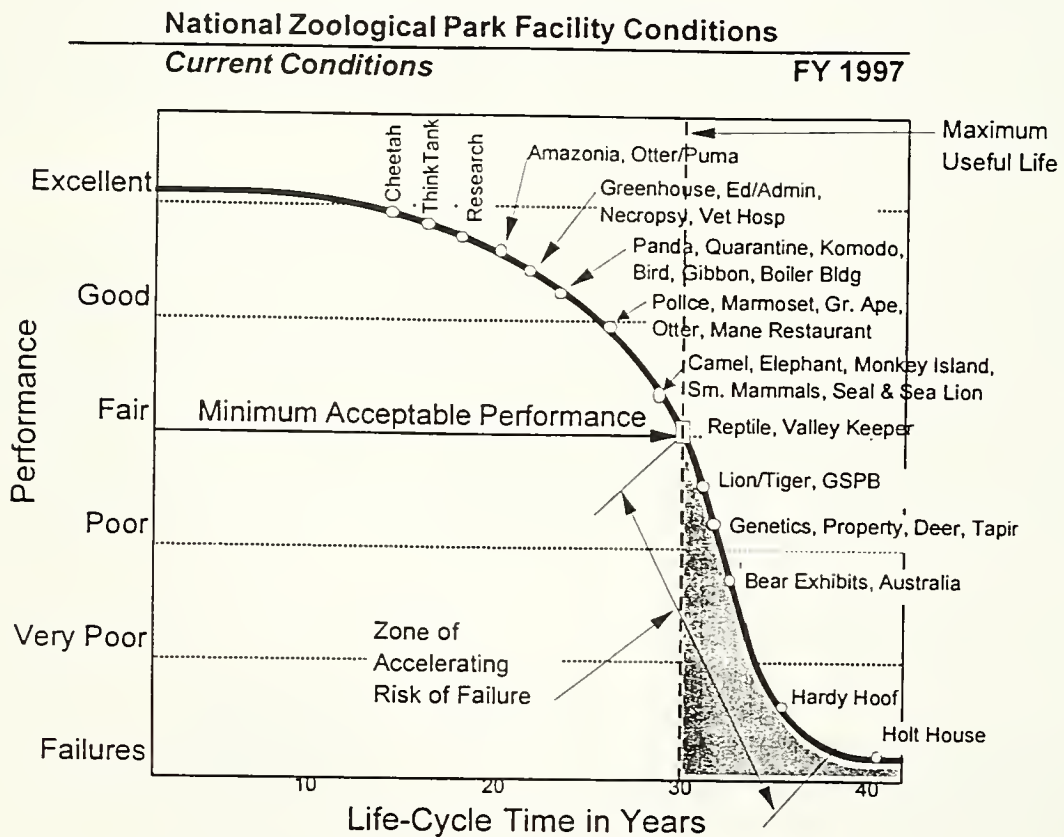
Current priorities focus on maintenance, repair, and safety improvements to existing facilities along with the general renovation of at least one major exhibit each year, to keep the National Zoological Park (NZIP) facilities viable and exciting for the public. The account also funds expenses required to accomplish the work, such as relocation of animals. The Zoo contracts for most design, construction, and improvement projects. However, sometimes it is more cost effective to hire temporary staff to accomplish the work.

The FY 1999 request includes:

Rock Creek and Front Royal Master Plans	\$ 600,000
Holt House Structural Evaluation	100,000
Renovation, Repair and Improvements	9,925,000
Total	\$10,625,000

Current NZP Facility Conditions

Within the past year, a condition analysis has been completed of NZP's facilities, similar to that which was conducted of the Institution's museums and major buildings. The chart below plots the current position of the Zoo's major facilities on a curve in relation to their overall expected life. The curve represents a composite rate of deterioration for all building systems over an estimated 40-year life span. The NZP buildings were placed on the curve according to their estimated remaining useful life. Parameters used to assess existing conditions were watertight enclosure; age and condition of heating, ventilating, air conditioning (HVAC), and electrical systems; and compliance with current codes and industry operating standards.



The chart indicates that the facilities with the most serious deficiencies are the Holt House, the Hardy Hoof buildings, Bear exhibits, Australia Building, Genetics Lab, Property Shelter, Deer and Tapir Buildings, Lion/Tiger Building, and General Services Building.

Major exhibits, including the Reptile Building, Elephant House and Seal/Sea Lion Exhibits, are rapidly approaching the state where the increasing risk of building system or component failure threatens closing the exhibits to public and staff activities and exposing the collection to unacceptable risk.

An analysis of existing building conditions indicates an immediate need for more than \$26 million for renovation and repair of facilities and infrastructure at the Rock Creek site alone. An assessment of facilities at Front Royal is under development to determine conditions of facilities at that site.

Rock Creek and Front Royal Master Plans (\$600,000) - The last Rock Creek Master Plan was completed in 1986 and the last Conservation Research Center Master Plan was completed in 1981. As the National Zoological Park enters the next century, it is essential to have a guiding vision for the evolution of the Biopark environment. NZP requests \$600,000 in FY 1999 to update the Master Plans for both facilities.

Holt House Structural Evaluation (\$100,000) - The Holt House is a historic building at the Zoo that has not been used since the mid-1980's. A facility assessment is required to determine the future of the building. NZP requests \$100,000 in FY 1999 to prepare a Historic Structures Report on the Holt House.

Renovation, Repair and Improvements (\$9,925,000) - The National Zoological Park is responsible for the renovation, repair, and preventive maintenance of its facilities. The Zoo strives to maintain a safe environment for the visiting public and staff, provide ecologically suitable and comfortable enclosures for the animals, and maintain the buildings in sound condition. The request of \$9,925,000 for FY 1999

is needed to stabilize maintenance of existing facilities at Rock Creek and at Front Royal, as described below.

Rock Creek - There are approximately 26 major structures at Rock Creek along with approximately 40 minor ones on the 167-acre site. Among the collection of buildings is one listed on the National Register of Historic Places and several constructed during the Work Projects Administration (WPA) era which are considered a valued portion of our national heritage. The site is listed on the National Register of Historic Places.

Construction of facilities and infrastructure at Rock Creek site was begun over 106 years ago and the site was subsequently developed one area at a time. Much of NZP's physical plant is technologically outdated and at least one third of the major exhibit buildings have reached or are approaching the end of their useful life. These facilities require complete renovation of exterior structure (roofs, windows, doors, skylights), animal habitats, mechanical, plumbing, fire alarm, fire protection, and electrical systems, as well as updating of educational information and improving accessibility.

The 4,160 KVA electric distribution service must be upgraded to the more efficient, higher capacity 13,000 KVA electric service, and most building primary and secondary distribution systems must be upgraded to meet code and safety standards, exhibit needs, and animal requirements.

Other deficiencies include:

- Obsolete and failing utilities, including gas, steam distribution, water supply, and storm drainage systems
- Obsolete fire alarm and smoke detection systems and central monitoring for the safety of staff and animals

- Practically nonexistent central monitoring of animal life support systems including water treatment, heating, ventilating, and air conditioning
- Rapid deterioration of primary and service roadways

As major components of building systems age, the risk of operational failure, unscheduled closings, and danger to the animal collections and research efforts increases dramatically.

Front Royal - The Conservation and Research Center (CRC) located on a 3,150-acre site at Front Royal is dedicated to the conservation of endangered wildlife through programs in propagation, research, and international biodiversity training. There are more than 100 structures at CRC, ranging from animal shelters to research laboratories, and residences. The property has more than 2-1/2 miles of roads, 20 miles of jeep trails, and 30 miles of fences. The CRC facilities and infrastructure were constructed over an 85-year time-span.

The renovation, repair and improvement program at Front Royal for FY 1999 includes renovating, repairing and upgrading the physical, environmental, and operating systems that impact the security of the facility and improve efficiency of energy use and scientific operations.

FY 1999 Staffing Requirement

With the increased level of Construction and Improvements funds for the National Zoological Park requested in this budget, the Institution requests additional Salaries and Expenses resources (six FTE and \$600,000) to support the \$10.6 million construction, repair, renovation and improvements program planned for FY 1999. The full justification for this increase is contained in the Salaries and Expenses Priority Program Requirements section of this budget.

SMITHSONIAN INSTITUTION
Construction and Improvements, National Zoological Park

FY 1999 - FY 2003

PROJECT TITLE AND ESTIMATED COSTS	FY 1998 REQUEST		FY 1999 REQUEST		FUTURE REQUIREMENTS					Outyear Costs	
	Federal		Federal		FY 2000	FY 2001	FY 2002	FY 2003			
Rock Creek & Front Royal Master Plans											
Holt House Structural Evaluation	0	600,000	0	100,000	0	0	0	0	0	0	0
Holt House Restoration	0	0	0	0	1,600,000	0	0	0	0	0	0
R&R: Major Capital Renewal											
Sites: Rock Creek	570,000	2,725,000	0	3,100,000	4,480,000	10,400,000	11,800,000	11,800,000	11,800,000	500,000	ONGOING
Front Royal	0	5,825,000	0	0	750,000	0	500,000	500,000	500,000	0	ONGOING
R&R: General Repairs											
Sites: Rock Creek	590,000	575,000	0	375,000	700,000	695,000	750,000	750,000	750,000	750,000	ONGOING
Front Royal	375,000	950,000	0	0	1,175,000	775,000	775,000	775,000	775,000	775,000	ONGOING
R&R: Facade, Roof and Terrace Repairs											
Sites: Rock Creek	350,000	300,000	0	0	400,000	750,000	500,000	500,000	500,000	500,000	ONGOING
Front Royal	50,000	745,000	0	0	250,000	250,000	50,000	50,000	50,000	50,000	ONGOING
R&R: Fire Detection and Suppression											
Sites: Rock Creek	680,000	100,000	0	0	460,000	460,000	110,000	110,000	110,000	110,000	ONGOING
Front Royal	90,000	305,000	0	405,000	50,000	50,000	50,000	50,000	50,000	50,000	ONGOING
R&R: Access, Safety and Security											
Sites: Rock Creek	350,000	285,000	0	0	355,000	305,000	205,000	205,000	205,000	205,000	ONGOING
Front Royal	25,000	395,000	0	680,000	75,000	75,000	75,000	75,000	75,000	75,000	ONGOING
R&R: Utility System Repairs											
Sites: Rock Creek	700,000	815,000	0	0	845,000	1,135,000	765,000	765,000	765,000	765,000	ONGOING
Front Royal	70,000	205,000	0	1,020,000	520,000	520,000	350,000	350,000	350,000	350,000	ONGOING
R&R: Total Site Estimates											
Rock Creek	3,240,000	4,800,000	0	4,800,000	7,240,000	13,745,000	14,130,000	14,130,000	14,130,000	14,130,000	
Front Royal	610,000	5,125,000	0	5,125,000	2,820,000	1,670,000	1,800,000	1,800,000	1,800,000	1,800,000	
R&R SUBTOTAL	3,850,000	9,925,000	0	9,925,000	10,060,000	15,415,000	15,930,000	15,930,000	15,930,000	15,930,000	
TOTAL	\$3,850,000	\$10,625,000	\$0	\$10,625,000	\$11,660,000	\$15,415,000	\$15,930,000	\$15,930,000	\$15,930,000	\$15,930,000	

REPAIR AND RESTORATION OF BUILDINGS

FY 1997 Appropriation	\$39,000,000
FY 1998 Estimate	\$32,000,000
FY 1999 Estimate	\$50,000,000

In order to provide an annual level for making real progress in improving the conditions of the Institution's buildings, the Smithsonian is requesting \$50 million for FY 1999 for the Repair and Restoration of Buildings. The Institution is steward of the valuable and visible buildings that form a vital infrastructure for programs and activities. It is a safe haven for many irreplaceable collections that are made accessible to millions of scholars and visitors each year. Many of the buildings are themselves important icons of the Nation's cultural heritage, part of the Nation's "face" to the world, and are preserved with the intent of occupying them indefinitely. Funding for repair and renewal of the Institution's facilities has not kept pace with need, resulting in accelerated deterioration of the Smithsonian's physical plant. The current estimate of unfunded facilities renewal requirements is in the \$250 million range. In May 1995, the Commission on the Future of the Smithsonian Institution expressed concern about the magnitude and continuing growth of the deferred maintenance problem and recommended an immediate investment in renovation and restoration of the Institution's facilities. "Otherwise, the Smithsonian will no longer convey to our citizens, or to the world, the image of a nation rich in cultural experience, in natural resources, and in its vision for the future."

Assessment of Facility Conditions

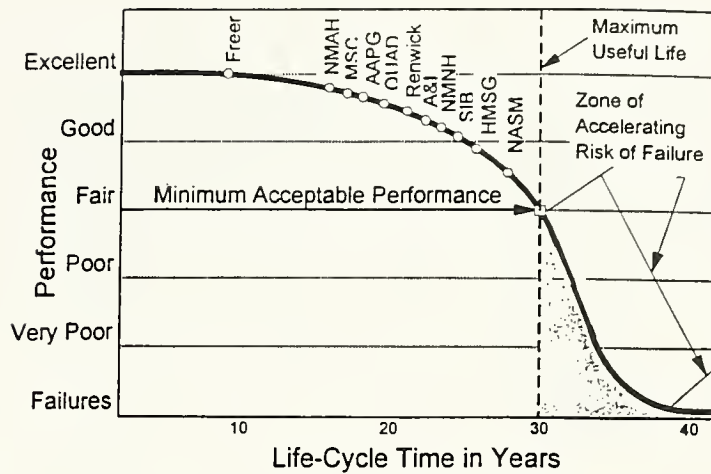
Building systems and components have limited life expectancies. Despite planned preventive maintenance and repair efforts, their heavy and constant use has exacerbated the natural aging process of components. As building systems age, the risk of operational failure, unscheduled closings, and damage to collections increases dramatically.

The National Museum of Natural History (built in 1910 with wings added in 1960-1964 and the Smithsonian's largest building in terms of area at 1.1 million square feet) and the American Art and Portrait Gallery Building (built between 1836-1860) are already in seriously deteriorated condition. Two more buildings, the Smithsonian Institution (Castle) Building (1846) and the Arts and Industries Building (1879), are rapidly approaching the state where the increasing risk of building system or component failure threatens the closing of significant portions to public and staff activities and exposes collections to unacceptable risks of irreparable damage. Together, these four buildings represent 30% of the Institution's usable area and contain significant amounts of public space. The cost to renew these four facilities is estimated to be approximately \$200 million.

Although other Smithsonian buildings are not yet below the "Good" range in overall condition, periodic repair and upgrade of individual systems and components in these facilities is necessary to maintain them in efficient operating condition. Failure to renovate and renew on a planned schedule and in a timely manner hastens decline of the overall condition of a building.

Planned Renewal of Smithsonian Facilities

The Institution seeks a balance between correcting the unacceptable condition of its four older buildings and maintaining the current condition of its other facilities through systematic renewal and repair. The Commission on the Future of the Smithsonian Institution concluded that, "A total of \$50 million each year for the next decade would assure that present facilities are restored to the point of being safe and appropriate for people and for collections." The chart below illustrates projected facilities conditions by fiscal year 2003 at the \$50 million level.



Projected Smithsonian Facilities Conditions in FY 2003 at \$50 Million

Progress To Date

The Institution is making progress in ameliorating the most serious facilities deficiencies with increased funding received since FY 1996. The most significant work includes replacing the roof at the American Art and Portrait Gallery Building, replacing the skylights and window walls at the National Air and Space Museum, and continuing major capital renewal at the National Museum of Natural History. The Institution is also actively designing major capital renewal projects at the American Art and Portrait Gallery Building, and will shortly begin design for the Arts and Industries and the Smithsonian Institution (Castle) buildings. As shown on the five-year plan that follows this narrative, beginning in FY 1999 the majority of anticipated resources will be devoted to work in the four buildings in most critical need of renewal.

FY 1999 Staffing Requirements

To support the planned R&R funding of \$50 million, the Institution is requesting additional Salaries and Expenses resources (28 FTEs and \$3,640,000). The full justification for this increase is contained in the Salaries and Expenses Priority Program Requirements section of this budget.

SMITHSONIAN INSTITUTION
Repair and Restoration of Buildings
FY 1999 - FY 2003

PROJECT TITLE AND ESTIMATED COSTS	FY 1998 REQUEST Federal	FY 1999 REQUEST Federal	FUTURE REQUIREMENTS				Outyear Costs
			FY 2000	FY 2001	FY 2002	FY 2003	
Major Capital Renewal	9,000,000	22,920,000	28,775,000	33,285,000	36,975,000	32,385,000	ONGOING
General Repairs	4,699,000	7,820,000	8,055,000	6,300,000	3,950,000	5,445,000	ONGOING
Facade, Roof and Terrace Repairs	8,075,000	8,360,000	2,105,000	825,000	1,800,000	1,600,000	ONGOING
Fire Detection and Suppression	635,000	325,000	320,000	920,000	100,000	350,000	ONGOING
Access, Safety and Security	4,021,000	5,475,000	6,085,000	4,060,000	3,500,000	5,370,000	ONGOING
Utility System Repairs	4,070,000	3,100,000	2,660,000	2,610,000	1,675,000	2,850,000	ONGOING
Advanced Planning and Inspection	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	ONGOING
TOTAL	\$32,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	ONGOING

CONSTRUCTION

FY 1997 Appropriation	\$10,000,000
FY 1998 Estimate	\$58,000,000
FY 1999 Estimate	\$39,000,000

Plans for facility development represent a major investment in the continuing vitality of the Smithsonian's programs that include collections management, research, public exhibitions and education, and other services. The Institution requests \$39 million in FY 1999 to carry out these plans. The five-year program is summarized on the chart following this narrative.

The FY 1999 Construction request includes:

Major Construction:

National Museum of the American Indian Mall Museum	\$29,000,000
National Museum of American History Blueprint	2,000,000
Smithsonian Environmental Research Center Infrastructure Design	1,000,000

Minor Construction:

Alterations and Modifications	6,500,000
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Facilities Planning	500,000
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Total	\$39,000,000
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Major Construction

National Museum of the American Indian (NMAI) Mall Museum (\$29,000,000) - Public Law 101-185, which created the National Museum of the American Indian, authorized the Institution to construct three facilities to house the new museum and its collections. The

Museum's main exhibition building will be constructed on the National Mall near the foot of Capitol Hill. The location, adjacent to the world's most frequently visited museums, will provide excellent exposure for Native American artifacts and related museum activities centered on Native American culture. The building will house permanent and changing exhibitions, reference and resource areas, an auditorium and conference center, integrated performance and retail areas, and space for other public programs. The other NMAI buildings include the George Gustav Heye Center, opened in New York City in 1994, which provides 82,000 square feet of exhibition and public program space and the Cultural Resources Center now under construction in Suitland, Maryland, which will house more than one million artifacts in the Museum's collection and related care and study activities in 145,000 square feet of space when completed in 1998.

The Institution has completed overall programming and planning for the new Mall Museum and the conceptual design has been approved by the National Capital Planning Commission and the Commission of Fine Arts. The architect recently completed the design development stage, which further refines the building. Now about 35 percent complete, the design includes the specific layout of spaces, and identifies building systems, architectural features, building materials and finishes.

The Institution requested \$58 million in FY 1998 to construct the Museum. Since the Smithsonian anticipates a federal appropriation of \$29 million in FY 1998, a request of \$29 million in FY 1999 will complete construction. Funds to equip the building will be requested in FY 2000. The current schedule calls opening the building to the public in the year 2002.

National Museum of American History Blueprint (\$2,000,000) - Since opening its doors in 1964 as the Museum of History and Technology, the National Museum of American History (NMAH) has provided a learning environment about the American experience through its

exhibitions, programs and collections. NMAH is one of the most popular Washington, D.C. destinations, drawing about five million visits to the museum annually.

The Institution is currently completing replacement of heating, ventilating, and air conditioning and related building systems at NMAH under the R&R program. Major construction is now needed, under a plan called the "NMAH Blueprint," to advance the museum's programs and introduce long-sought improvements to public areas. The NMAH Blueprint will be a jointly funded public/private partnership. The projects contained within the NMAH Blueprint will include an array of activities, such as introductory/orientation spaces, a new visitors' center, upgraded performance spaces, and improved visitor amenities building-wide.

A focal point of the Blueprint and the enhanced visitor experience evolving from it is the preservation program for the Star Spangled Banner whose symbolic place in American history has made it a treasured icon. Museum staff will take down the flag, conserve it, and then return it to its central location at the heart of the museum. Support to retrofit the Flag Hall -- new HVAC, lighting, wall configuration -- will ensure the long-term preservation of the Star Spangled Banner.

Construction support is essential to all activities of the Blueprint. The Smithsonian requests \$2 million in FY 1999 to initiate planning and design of the NMAH Blueprint project. During planning, the details of construction costs and sequencing will be developed. The Institution also anticipates construction funding in future years in parallel with a capital campaign to raise nonappropriated funds for the project.

Smithsonian Environmental Research Center Infrastructure Design (\$1,000,000) - The Smithsonian Environmental Research Center (SERC) is a center for ecological research and environmental education conducting long-term, interdisciplinary studies on aquatic, terrestrial,

and atmospheric systems. SERC is a major resource of knowledge and expertise for many constituencies, including schools, governments, research institutions, and the general public.

Research and public programs at SERC provide scientists and legislators information and data needed to make decisions on significant environmental issues. This research is supported by federal appropriations and grants, as well as other public and private sources.

Construction funds are requested to design and implement infrastructure improvements at SERC. Included are projects that manage storm water runoff from the main research facilities; provide safe and efficient roadways for staff, visitors, and school bus tours; enhance sewage treatment facilities; and optimize energy efficiency through construction of a modern central utility plant. One million dollars is requested for design development in FY 1999. Additional funds will be requested for infrastructure improvements in future fiscal years.

Minor Construction, Alterations and Modifications

The Smithsonian requests \$6.5 million in FY 1999 to continue the program of Minor Construction, Alterations and Modifications (A&M) in its many facilities in the Washington, D.C. area, as well as in Maryland, Massachusetts, New York, Arizona, and Panama. These funds will allow the Institution to make building modifications to provide adequate and appropriate space in which to operate programs. Individual projects are estimated at less than \$1 million and entail changes or improvements to existing space or minor additions to space with little impact on facility operating costs. Funding for the Alterations and Modifications program will enable the Institution to maintain the vitality and operating effectiveness of its many and varied programmatic activities.

Realization of projects in the program will support the Institution's mandate to maintain responsible custody of the artifacts of history, culture, and natural and physical environments that the Smithsonian holds in trust; conduct research; and contribute to the educational and cultural foundation of society through public programs.

Facilities Planning

The Institution requests \$500,000 in FY 1999 for facilities planning. An essential part of effective program management is the ability to assess requirements and priorities and to develop long-range plans. The Institution must continue to define its physical plant requirements for accomplishing its mission in conjunction with programmatic goals. Comprehensive long-range facilities planning provides Smithsonian management with basic information on the physical aspects of existing or proposed programmatic activities in sufficient detail to be able to make meaningful decisions about competing priorities. The Institution's comprehensive long-range planning program compares existing space to needs and assesses alternative ways to meet those needs. While recognizing that resources may not be immediately available to implement capital expansion, the ability to visualize and define the physical plant impact of program directions and to make the most effective use of available space is integral to strategic planning.

SMITHSONIAN INSTITUTION
Long Range Construction Program
FY 1999 - FY 2003

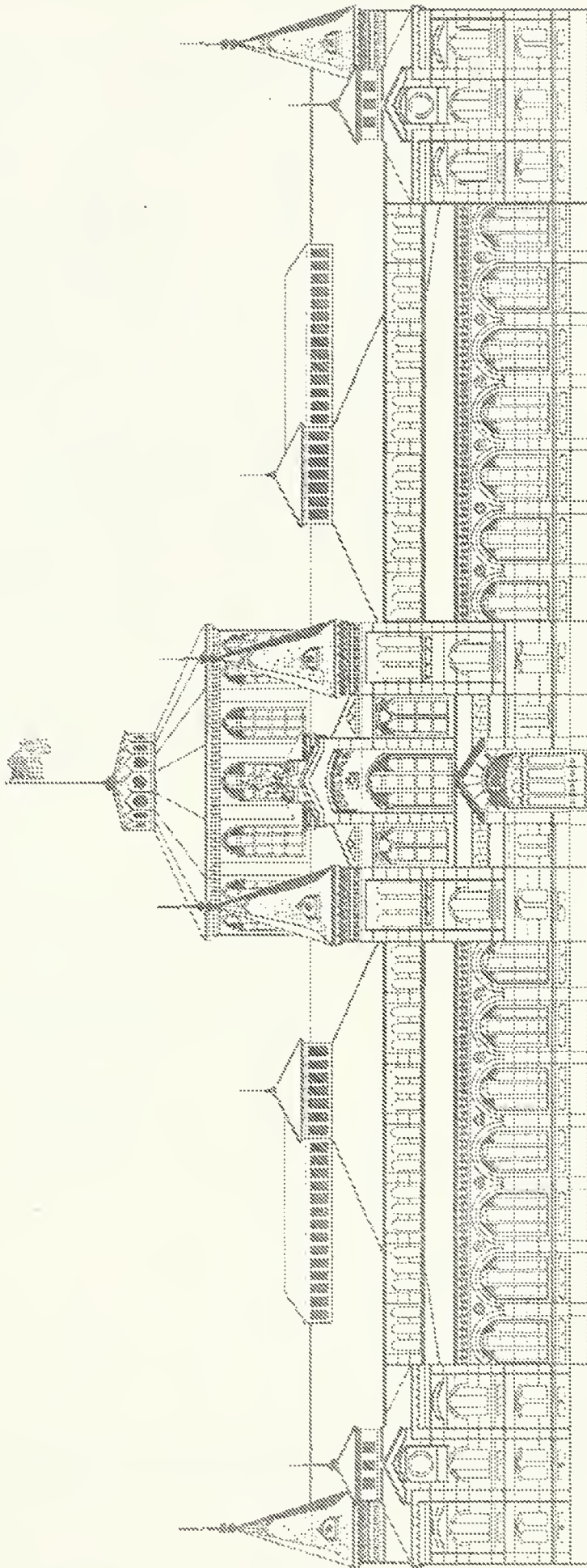
\$(Millions)

PROJECT TITLE AND ESTIMATED COSTS	PRIOR FUNDING		OUTSIDE FUNDING	FY 1998 ANTICIPATED REQUEST		FUTURE REQUIREMENTS				
	Federal	Non-Fed		Federal	Federal	FY 2000	FY 2001	FY 2002	FY 2003	Outyear Costs
MAJOR CONSTRUCTION										
Title: NATIONAL MUSEUM OF THE AMERICAN INDIAN MALL MUSEUM										
Authorized: YES	Plan/Design	13.0	9.3	3.7						
	Construction	87.0		29.0	29.0					
	Equipment	10.0		4.0					6.0	
	<i>Inflated to FY 1998 dollars.</i>	Subtotal	\$110.0	9.3						
Title: AIR AND SPACE MUSEUM DULLES CENTER										
Authorized: YES	Plan/Design	10.4	4.0	2.4	4.0					
	Construction	167.6		167.6						
	Equipment	0.0								
	<i>Inflated to FY 2000 dollars.</i>	Subtotal	\$178.0	6.0						
Title: NATIONAL MUSEUM OF AMERICAN HISTORY BLUEPRINT										
Authorized: NO	Plan/Design	2.0								
	Construction	13.0								
	Equipment	0.0								
	Subtotal	\$15.0				2.0	4.0	5.0	4.0	
Title: SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER INFRASTRUCTURE										
Authorized: NO	Plan/Design	1.0								
	Construction	3.8								
	Equipment	0.0								
	Subtotal	\$4.8				1.0	3.8			

\$(Millions)

PROJECT TITLE AND ESTIMATED COSTS		PRIOR OUTSIDE FUNDING		FY 1998 ANTICIPATED FEDERAL REQUEST	FUTURE REQUIREMENTS			Outyear Costs
		Federal	Non-Fed		FY 2000	FY 2001	FY 2002	
Title: SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER LAB/OFFICE/SUPPORT ADDITION								
<i>Authorized:</i>	Plan/Design	0.4						
<i>NO</i>	Construction	4.0			0.4			
	Equipment	0.0						
	Subtotal	\$4.4						
Title: SUITLAND COLLECTIONS CENTER								
<i>Authorized:</i>	Plan/Design	8.2				1.8	2.0	4.4
<i>NO</i>	Construction	78.0				15.0	16.0	12.0
	Equipment	18.8					3.4	3.4
	Subtotal	\$105.0				16.8	21.4	19.8
								20.0
								20.0
								27.0
MINOR CONSTRUCTION, ALTERATIONS AND MODIFICATIONS								
			FY 1997					Per Year
	Plan/Design		0.3			0.5	0.5	0.5
	Construction		2.7			6.0	6.0	6.0
	Equipment							
	Subtotal		3.0			6.5	6.5	6.5
FACILITIES PLANNING								
	Plan/Design					0.5	0.5	0.5
	Subtotal					0.5	0.5	0.5
SUMMARY								
	Plan/Design		13.6			4.0	2.8	3.0
	Construction		2.7			35.0	28.8	27.0
	Equipment		0.0			0.0	6.0	3.4
	TOTAL		\$16.3			\$39.0	\$37.6	\$33.4
							\$31.2	\$31.0
								1.0
								30.0
								21.0
								12.0
								\$34.0

Smithsonian Institution Strategic Plan



*...to the United States of America, to found at Washington, under
the name of the Smithsonian Institution, an Establishment for the
increase and diffusion of knowledge...*

MISSION

The mission of the Smithsonian Institution is the increase and diffusion of knowledge.



GOALS

Increase knowledge through research activities and use of the Smithsonian collections.

Diffuse knowledge through exhibitions, publications, programs, electronic communications, and affiliations; and through improvements in education and museum training opportunities.

Support increased knowledge and diffusion through improvements in finance, management, and physical infrastructure of the Institution.

MISSION STATEMENT



The mission of the Smithsonian Institution has remained the same for the 150 years of its existence: the increase and diffusion of knowledge. These words are taken from the last will and testament of James Smithson, the English benefactor and man of science who had never set foot in the United States, yet who bequeathed his whole estate

...to the United States of America, to found at Washington, under the name of the Smithsonian Institution, an Establishment for the increase and diffusion of knowledge...

Written in 1826, these words are the only guidance James Smithson offered to the Institution that bears his name today. Three years later, he died, and six years after that, his nephew died without heirs. Smithson's estate then passed on to the United States which, under the Act of July 1, 1836, accepted the gift. In 1838, eleven boxes of gold sovereigns, valued at \$508,319.46, were deposited with the United States Mint in Philadelphia.

To carry out its mission of increasing and diffusing knowledge, the Institution:

- performs fundamental research*
- publishes the results of studies, explorations, and investigations*
- preserves for study and reference more than 140 million items of scientific, cultural, and historical interest*
- maintains exhibits representative of the arts, history, technology, aeronautics and space exploration, and natural history*
- participates in the international exchange of learned publications and scholars*
- engages in programs of education and national and international cooperative research and training*

Following eight years of debate in the Congress, the Organic Act of 1846 (20 U.S.C. 41 et seq.) was enacted on August 10, 1846. Under its terms, Congress established the Institution in its present form and provided for the administration of the trust, independent of the Government itself, by a Board of Regents and Secretary, to whom are assigned broad discretion to determine the most appropriate means of increasing and diffusing knowledge. During the long debate preceding the Act, different groups had proposed various functions for the Smithsonian, including a national university, normal school, school for the blind, national library, and a national museum of the arts and sciences. Some proponents focused on the increase of knowledge and some on its diffusion, while others emphasized that the trust was not intended to benefit the United States only, but the world at large. Although the university and school functions were abandoned, the Act of 1846 did provide for most of the other proposals:

...the Board of Regents...shall cause to be erected a suitable building...with suitable rooms and halls for the reception and arrangement...of objects of natural history, including a geological and mineralogical cabinet; also a chemical laboratory, a library, a gallery of art, and the necessary lecture rooms...

In summary, James Smithson, in bequeathing the whole of his property "for the increase and diffusion of knowledge," created a charitable trust with the United States as trustee for purposes not limited to the national interest, but for the benefit of all mankind. In the Act of July 1, 1836, Congress accepted the Smithson trust on these terms, and pledged the "faith of the United States" to carry out the purposes of the trust. Consistent with its commitment to the trust, Congress has, from the start, supplemented trust resources with appropriated funds and property.

This unique combination of a privately endowed Institution, administered by a Board of Regents independent of the Government, and the continuing support of the United States as trustee, in generous fulfillment of its pledge, has made

The Organic Act of 1846, Section 3, provided:

That the business of the said Institution shall be conducted at the city of Washington by a board of regents...to be composed of the Vice-President of the United States, the Chief Justice of the United States...; three members of the Senate, and three members of the House of Representatives; together with six other persons, other than members of Congress...



James Smithson
(1765-1829)

possible the achievements of the Smithsonian. Contributions from private donors, inconceivable in 1836, have created the great national collections, and continuing additions to the Smithsonian's trust funds have maintained the Institution's central resource for initiative and integrity. For its part, the Congress has responded with the very substantial Federal support that has been essential to the growth of the Institution and to its far-reaching services to the public for more than a century and a half.

As noted previously, the Organic Act established the Board of Regents. Subsequent legislation amended the composition of the Board by increasing the number of citizen members from six to nine. In this century, the Regents have sought specific legislative authority for some activities that further the trust, most particularly those requiring the appropriation of large sums of Federal money. However, neither those statutes nor the ensuing appropriations have altered the powers of the Regents or their independent authority.

Across the years, advisory groups have been formed to address specific needs identified by the Regents. For example, based on growing evidence of the need for increased cooperation with entities outside the Institution, the Smithsonian Council was established in 1966. As planned, the Council, consisting of not more than 25 members, meets to advise on matters affecting the progress of science and learning within the Institution. Council members are appointed on the basis of distinguished attainments in scholarship, research, and understanding, and are drawn principally from those active in the learned professions. The National Board was established in 1971 as another advisory board for Smithsonian management. It consists of 50 members from across the country who assist with Institutional advancement and outreach, and provide expertise on business and operational matters. In addition to these two pan-Institutional bodies, many Smithsonian units also have advisory boards and commissions. A complete list of these boards and an organization chart are attached (Attachments 1 and 2).

The Board of Regents:

- bears the responsibility of the United States as trustee for carrying out Mr. Smithsonian's bequest and the public trust for which it provided;*
- benefits from representation from all three branches of Government, yet the Institution is not part of any branch of Government; and*
- sets Institution policy and oversees the management of the Smithsonian assets: the collections, the buildings of the Institution, and the funds available to it.*



KEY EXTERNAL FACTORS

In September 1993, the Institution's Board of Regents commissioned a group of citizens to ponder the future of the Institution. The Commission on the Future of the Smithsonian was charged with "...an examination of the Smithsonian, its mandate and its roles, and an examination of the cultural, societal, and technological factors that influence its capacity to act." The Commission issued its report in 1995. As part of its efforts, the Commission reviewed the setting of the Smithsonian, that is, the environment in which the Institution operates, and also addressed what changes the Institution might face in the future. The following summary of the Commission's findings represents the key external factors that the Institution must consider in developing and implementing goals and objectives that will enable it to fulfill its mission.

From the time of James Smithson's bequest, there have been enormous changes in the nation, beginning with the growth in population. Worldwide movement of people has brought ever greater ethnic and racial diversity to this country. Increased diversity and greater participation in public life by various segments of the population have resulted in more vigorous debates about values. For an educational institution like the Smithsonian, such elements enrich the cultural environment and offer new opportunities. Interactions between nations and their peoples have also changed dramatically, to a large extent as a result of technology.



Changes since the mid-1800s:

- Scientific advances have vastly expanded the world of knowledge in the Institution's domain.
- The natural environment is under extreme pressure.
- Technology has permanently altered the nation and the world.
- Concomitant with technological changes and interacting with them have been enormous social and political changes.
- More of the nation's people are educated through high school and college.

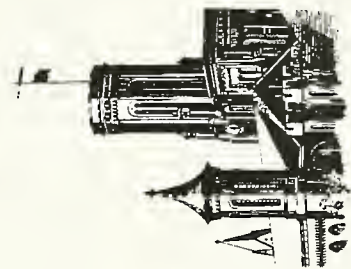
Just as the nation today is vastly different from the way it was in 1846, so it will continue to change in the decades to come, with the pace of change accelerating. The population is aging. The proportion of the population who are members of racial or ethnic minority groups will increase in the decades ahead. As recently as 1990, these groups represented one in five Americans. According to Census Bureau projections, by 2050 about half the population will have origins in these groups.

Popular sensibilities and interests continue to evolve. Scientific understanding is deepening, and the enhanced ability to communicate speeds the awareness of these and other changes. The Institution's principal future challenge is to reflect a rapidly changing society, to change itself, and to be a contributor to the richness of that society while being the treasury of the past.

Flexibility in programs, outlook, finance, administration and governance will be one requirement for dealing with changing challenges and opportunities. New, alternative ways to expand the reach of the Institution and reflect new developments can be exploited.

"This Institution has for many years played a vital part in Americans' sense of their nationhood. As the United States becomes an even richer composite of cultures and peoples, the Smithsonian's role as a national meeting place will become even greater, representing the satisfying possibilities of our diverse society."

I. Michael Heyman, Secretary



GOALS AND OBJECTIVES

The following goals and related objectives collectively represent the priorities of the Smithsonian Institution, and will set the framework for program activities and resource allocations during the next five-year period. While the goals and objectives are numbered and presented in a certain order, this presentation does not represent an order of priority among them. Indeed, many of the goals and objectives presented here are inter-related in ways that would not permit one to be achieved without impacting on or drawing from one or more of the others. Most importantly, it must be noted that achievement of these goals and objectives is largely dependent on the level of resources available to the Institution during the planning period.

Included with each goal and objective is a set of strategies for meeting them, and a list of possible areas of measurement to be used in determining if the objectives and goals have been met. An annual performance plan for each year, beginning in fiscal year 1999, will include the specific goals, strategies and measures that the Institution will use to measure its progress toward meeting its strategic goals.

GOAL I

Increase Knowledge Through Research Activities and Use of the Smithsonian Collections

OBJECTIVE ①

Support research based on collections, other research areas of excellence within the Institution, and long-term global projects.

STRATEGIES

- Continue to foster the identification and reward of excellence in research.
- Determine areas of the collections that could become the focus for research at the Institution.
- Facilitate linkages among researchers across disciplines, and with other research institutions worldwide, including increased support for fellowships.

AREAS OF MEASUREMENT

- Independent assessments of research programs as to their productivity, quality and relevance.
- Continued use of peer review and other evaluation methodologies.
- Increased support of fellowships.
- Continued dissemination of research findings through publications, electronic technology, and other means.
- Productivity of relationships between researchers across disciplines and in different research areas.

OBJECTIVE 2

Provide for management of the Smithsonian collections as central resources for research, public access, and the bases for other program activities.

STRATEGIES

- Continue to refine policies for future acquisitions of collections.
- Keep policies current for management of collections, including access, storage, location and conservation.
- Continue to review and improve storage and conservation of collections.
- Continue electronic cataloging and digitizing images of collections.
- Work toward strengthening technology infrastructure and linkages of computerized databases of the catalogued collections and images of objects.

AREAS OF MEASUREMENT

- Continued implementation of the Institution's collections policy, incorporating acquisition, access, storage, conservation, and sharing through loans.
- Improvements in storage of collections.
- Continuation of research on collections care and conservation.
- Seek to increase the number of computerized collections databases and digitization of selected collections
- Seek to increase the number of linkages of databases, both of collections and images of objects.

GOAL II

Diffuse Knowledge Through Exhibitions, Publications, Programs, Electronic Communications, and Affiliations; and Through Improvements in Education and Museum Training Opportunities

OBJECTIVE 1

Provide exhibitions, publications and programs that are balanced and of the highest quality; assure appropriate representation of the contributions of various ethnic groups to the cultural and artistic heritage of the United States; enhance presentation of research and education activities; and reach under-served audiences.

STRATEGIES

- Continue to refine procedures for review of plans for major new exhibitions.
- Continue planned schedule of exhibition renewal and restoration, in line with determined priorities.
- Continue program of traveling exhibitions and other means of sharing collections and research outside of Washington.

AREAS OF MEASUREMENT

- Continue implementation of new exhibition scheduling system.
- Quality and quantity of exhibitions aimed at providing outreach to under-served or under-represented groups.
- Quality and quantity of traveling exhibitions.
- Survey of exhibition visitors to determine their perceptions of the exhibitions and if they received intended message.
- Quality and quantity of new exhibits, and restoration, renewal, or expansion of existing exhibits where required.

OBJECTIVE 2

Continue to take advantage of the opportunities provided by electronic communication and information technology.

STRATEGIES

- Continue to expand and renew the information available on the Institution's World Wide Web site.
- Explore additional methods of making collections available beyond the Mall, such as television, video, and digital imaging.

AREAS OF MEASUREMENT

- Expand, if necessary, and keep materials current on the Smithsonian website.
- Record the number of visits to the Smithsonian website and seek demographic information on visitors.
- Surveys/feedback on the usefulness/impact of the website.
- Seek to increase the number of museum objects recorded in digital form.
- Seek to increase the number of new television or video presentations and the number of viewers/buyers.

OBJECTIVE 3

Build collaborative partnerships with other museums, research centers, and educational institutions throughout the nation.

STRATEGIES

- Increase public access to the collections through affiliations with other museums or organizations.
- Continue the exchange of professional personnel and access for students through partnerships with other research institutions.

AREAS OF MEASUREMENT

- Continued implementation of Institutional policy on affiliations: the number and scale of affiliation agreements involving long term loans of collections.
- The number of research partnerships in research institutes and museums, and the number of students provided access through research partnerships.

OBJECTIVE 4

Apply the Smithsonian's unique resources to enhance pre-school through Grade 12 education and adult education.

STRATEGIES

- Using models such as the Smithsonian Early Enrichment Center, the National Science Resources Center, and Smithsonian/school partnerships, extend the involvement of the Institution in the nationwide effort to improve education.
- Use the collections and other resources of the Institution to contribute to teacher training, and increased parental and community involvement in pre-school through Grade 12 education.

AREAS OF MEASUREMENT

- The quality and number of partnerships with school districts, locally and across the country.
- The quality and number of students trained using Smithsonian resources, including through electronic communication technologies.
- Number of teachers trained using Smithsonian resources, including through electronic communication technologies.
- Surveys or feedback on improvements in teaching and learning resulting from Smithsonian-based training.

OBJECTIVE 5

Emphasize education both on the Mall and across the country through a variety of means.

STRATEGIES

- Expand Smithsonian educational programs to reach diverse populations, including unserved or under-served communities.
- Expand informal education through museum collections and objects-based learning in exhibitions.
- Expand efforts to provide more information on linkages between research and education/outreach activities.

AREAS OF MEASUREMENT

- The quality and reach of educational programs aimed at new or under-served audiences
- The quality and reach of collections and exhibition-based education programs developed
- The quality and reach of education/outreach activities based on Smithsonian research
- Periodic studies of the impact of collections and exhibition-based education programs

OBJECTIVE 6

Continue to use the Smithsonian's unique resources to provide training to museum professionals and aspirants.

STRATEGIES

- Continue to provide Smithsonian-based training and professional support to museum professionals.
- Continue to provide training and other educational and outreach services to interns, students, postgraduates and others interested in museum careers, with particular attention to under-served communities.

AREAS OF MEASUREMENT

- Number of museum professionals trained at the Smithsonian
- Number of seminars and other special training opportunities provided
- Number of interns and students employed or placed in programs at the Smithsonian
- Proportion of interns, students, and museum professionals trained representing under-served communities

GOAL III

Support Increased Knowledge and Diffusion Through Improvements in Finance, Management, and Physical Infrastructure of the Institution

OBJECTIVE 1

Continue to streamline and improve work processes through reengineering, automation, and review/delegation of authorities to units where appropriate.

STRATEGIES

- Review policies and procedures to ensure they are simple, ensure clear accountability, and distinguish appropriately between responsibilities of central administration and the units.
- Include decentralization of activities in planning, where appropriate.
- Provide units with appropriate tools and authorities to accomplish their goals efficiently and effectively.

AREAS OF MEASUREMENT

- Number of organizational changes reflecting efficiencies through decentralization or other means
- Number of policy directives relating to central versus decentralized responsibility reviewed and/or revised
- Improvements in work processes, including automating systems
- Financial savings (or cost avoidance) resulting from improvements in work processes

OBJECTIVE 2

Seek to enhance personnel and procurement policies and practices.

STRATEGIES

- Explore mechanisms for developing a unified Smithsonian personnel system.
- Review proposals for new systems to insure they are flexible, accountable, rational, and equitable, as well as reflective of the Institution's unique needs.

AREAS OF MEASUREMENT

- Proposals developed for new or revised personnel system
- Proposals reviewed, revised and implemented for increased flexibility in personnel and procurement systems

OBJECTIVE 3

Seek ways to enhance program activities by increasing revenues through fundraising or commercial activities.

STRATEGIES

- Assist units in increasing their development activities, to provide for facilities needs, protection of collections, exhibitions, education, and electronic outreach activities.
- Seek approval for and initiate a major capital campaign for the Institution.
- Continue and expand business activities in order to increase income available for programs and facilities.
- Develop criteria for assessing the viability of business ventures before they are undertaken.

AREAS OF MEASUREMENT

- Increases in fundraising levels in museums, research institutes and other units
- Development and initiation of major capital campaign
- Level of net income generated from business activities

OBJECTIVE 4

Seek to enhance improvements in the physical infrastructure of the Institution.

STRATEGIES

- Continue emphasis on repair and restoration of facilities, which are national monuments.
- Seek improvements in infrastructure, including new buildings required to protect existing collections, through public/private partnerships.

AREAS OF MEASUREMENT

- Progress made in construction of facilities for protection of existing collections (National Museum of the American Indian; National Air and Space Museum Dulles Center)
- Management of funding for renovation, repair and maintenance projects
- Decline in backlog of repair and rehabilitation projects

**SMITHSONIAN INSTITUTION PERFORMANCE PLAN
FISCAL YEAR 1999**

I. Research and Collections Management: FY 1999 Request of \$129,892,000

<i>Goal #1: Maintain and enhance research across the Institution</i>	
<i>Strategy</i>	<i>Measure</i>
Continue to work toward full operational status of the submillimeter array	At least two antennas of the array fully operational on Mauna Kea
Improve the capability to collect research data	Field Emission Transmission Electron Microscope: <ul style="list-style-type: none"> ● complete design ● complete laboratory space

<i>Goal #2: Provide improved access to collections, including expanded use of electronic technology</i>		
<i>Strategy</i>	<i>Measure</i>	
	<i>Baseline as of 10/1/98</i>	<i>Target for FY 1999</i>
Increase the amount and availability of collections information on-line	This material is currently under development and will be provided later this fall.	
Increase the number of digitized images of the collections, and the number of digitized images on-line		



Goal #3: Provide effective collections care, including improved storage

Strategy	Measure	
<p>Move collections items into improved and more accessible storage</p>	<p>Baseline as of 10/1/98</p> <p>Museum Support Center--65% of move completed</p> <p>National Museum of the American Indian (Cultural Resources Center)</p> <p>National Museum of American History</p>	<p>Target for FY 1999</p> <ul style="list-style-type: none"> ● Complete additional 13% of the move ● Prepare, pack and transport 35% of archaeology collections ● Star Spangled Banner: equip new conservation facility; deinstall flag; begin first phase of treatment (if adequate funds are raised) ● Building 17: complete asbestos removal; begin renovation ● Relocate insect collections (inspect, clean, stabilize, pack, and move to new storage location)



II. Education, Public Programs and Exhibitions: FY1999 Request of \$55,980,000

Goal #1: Provide new and updated exhibits that serve a wider audience

Strategy	Measure FY 1999 Milestones
Update or renew permanent exhibits	<p><i>National Museum of American History</i></p> <ul style="list-style-type: none"> ● American Perspectives: Fabricate and install new exhibit in place of "Material World" exhibit ● Temporary gallery space: Construct and outfit new space to replace the Taylor Gallery ● Star Spangled Banner: Design new housing and display area for flag <p><i>National Museum of Natural History</i></p> <ul style="list-style-type: none"> ● Hall of African History and Cultures: Fabricate, construct, and install renovated exhibition hall
Achieve progress in making exhibits more accessible	<p><i>National Zoological Park</i></p> <ul style="list-style-type: none"> ● Provide alternative interpretation in locations where walkway slopes exceed 8.3%, prohibiting wheelchair access, such as Great Flight Cage, Valley Trail, and Australia Exhibit <p><i>National Museum of Natural History</i></p> <ul style="list-style-type: none"> ● Improve labels and text by replacing, relighting, rescreening, or tilting as appropriate in up to four halls, including Emergence of Land Life, Mammals, Marine, and South America
Increase and diversify audiences for exhibits	<ul style="list-style-type: none"> ● Measure attendance of racial/ethnic minorities at specified exhibits with a target of - exceeding the Smithsonian average of minority attendance ● Measure number of traveling exhibitions developed and distributed which are aimed at reaching previously under-served audiences



III. Administration: FY 1999 Request of \$67,856,000

Goal #1: Improve the efficiency of Institution-wide administrative work processes

<i>Strategy</i>	<i>Measure FY 1999 Milestones</i>
Increase the data available from and availability of systems and subsystems which are aimed at improving the efficiency of Smithsonian work processes	Implement spending plan modules for all fund sources in automated budget system Develop Smithsonian Financial System reports for management use

Goal #2: Seek opportunities to improve fundraising and increase revenues

<i>Strategy</i>	<i>Measure FY 1999 Milestones</i>
Develop capital campaign	<ul style="list-style-type: none"> ● Develop the Case Statement based on museums, institutes, and Institution-wide needs and priorities ● Develop campaign policies, prospect management, tracking and coordination, campaign gift counting, stewardship and donor relations ● Implement a program for Institution-wide staff development to focus on major gift activity



IV. Facilities and Security: FY 1999 Request (Salaries and Expenses Only) of \$123,203,000

Goal #1: Maintain, preserve and upgrade the quality, condition and security of existing facilities

<i>Strategy</i>	<i>Measure</i>
<p>Continue planning and implementing the systematic renewal and repair of facilities</p>	<p>Identify the number of major buildings falling within an acceptable performance range, as defined by the Building Research Board of the National Research Council</p> <p>Baseline as of FY 1998: two buildings fall below the acceptable level</p>
<p>Provide improved security system</p>	<p>FY 1999 milestones for new security system:</p> <ul style="list-style-type: none"> ● Develop and deliver written standards for system components ● Deliver master design plan ● Deliver acceptance procedures plan ● Deliver and accept card access master database; photo pass and ID system; and computer processing units in the Quadrangle building and card access system at the Hirshhorn Museum



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