



Smithsonian

FY 2006 Budget Justification to OMB

September 2004

ADMINISTRATIVELY CONFIDENTIAL

Information not to be released until after the President's Budget is submitted to the Congress in
2005

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

For 158 years, the Smithsonian has remained true to its mission: "the increase and diffusion of knowledge" and over the last century and a half has become the world's largest museum and research complex. The Smithsonian is, and wishes to continue to be, the world's largest and most respected provider of museum experiences, supported by authoritative scholarship, that connects Americans to their cultural heritage and also acts as an international leader in scientific research and exploration.

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

The Smithsonian takes its task of serving the American public very seriously, and in 2003 we kept that commitment with three incredible openings. The Kenneth E. Behring Family *Hall of Mammals* opened to the public on November 15th at the National Museum of Natural History. This permanent, interactive hall features 274 mammal specimens in a variety of environments—from polar to desert regions and from dry to humid environments—and tells the story of mammal evolution. *America on the Move*, the National Museum of American History's first major exhibition on transportation since 1964, opened on November 22nd. It covers all the modes of transport—road, rail, air, water—from 1880 to the present, and makes for an exciting interactive experience. On December 15, 2003, we opened our newest museum, the Steven F. Udvar-Hazy Center, a companion facility to the National Air and Space Museum, adjacent to Dulles Airport. This museum has already received more than 1.4 million visitors, making it the fourth most visited museum in the Smithsonian.

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

The Smithsonian's reputation rests on a strong foundation. Two seminal openings in 2004 will enhance that reputation. September 21st marks the opening of the stunning new quarter-of-a million square foot National Museum of the American Indian (NMAI) on the Mall with its incredible collection of artifacts from all over North, Central, and South

America, the finest collection of its kind in the world. With this new museum, the Smithsonian is keeping its pledge to Native peoples across the hemisphere to honor their cultural traditions and achievements. The NMAI will be much more than a celebration of the past; it will be an ongoing living testimony to the vitality of native cultures.

In November 2004, we will open a powerful new exhibit, *The Price of Freedom*, the military history of the United States from the French and Indian War up to the present at the National Museum of American History. This is the only exhibit of its kind ever done in the history of the country. We've already installed a Vietnam-era Huey helicopter as one of the key pieces in the exhibit.

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

The Smithsonian is a unique entity—an independent trust instrumentality—that is dependent for nearly 80 percent of its funding on the federal government. Ever mindful and grateful for this support from the American public, the Smithsonian will work with both OMB and Congress to provide each with the information necessary to justify their continued support. The Institution is also working to improve its performance consistent with the President's Management Agenda and have a number of initiatives underway to advance financial management, utilize e-government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals. The Institution is also making great progress in revitalizing science at the Smithsonian.

Today, there are more than 500 world-class scientists on the staff of the Smithsonian, augmented by roughly an equal number of fellowship appointments. They are at work at an astonishing array of worldwide field stations, laboratories, and research centers, using collections and databases that together constitute one of the world's greatest sources for scientific research. We're committed to making sure that the discoveries continue, in keeping with the 158-year tradition of scientific excellence at the Smithsonian.

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

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

The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches more than 5 million people across the country every year. This year we have 50 exhibits that will go to about 250 locations in the country.

Our Web presence has expanded dramatically in a short period of time. Five years ago we had 50% as many visits on the Web as we were getting in our museums. Now, visitation on the Web is more than 300% of our museum visitation. By the end of this calendar year, we expect to have received more than 100 million visits to our Web sites.

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

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

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

The Smithsonian's third priority is to secure funding increases for National Academy of Public Administration (NAPA) recommended activities, such as addressing the Institution's critical facilities revitalization and information technology needs. This budget includes funding to continue to repair and renovate some of our oldest and most heavily visited museum facilities and to continue to address the Institution's maintenance needs. The budget also includes funds to continue implementation of the Institution's Enterprise Resource Planning System, to support Information Technology infrastructure and collections information systems needs, and to initiate a wireless network.

The Institution's fourth priority is securing the financial resources necessary for the new National Museum of the American Indian (NMAI), opening on the National Mall in September 2004, and for the renovated Patent Office Building, home to the Smithsonian American Art Museum and the National Portrait Gallery, reopening in July 2006. Also included in the FY 2006 budget request are funds for the congressionally directed planning and program design of the National Museum of African American History and Culture.

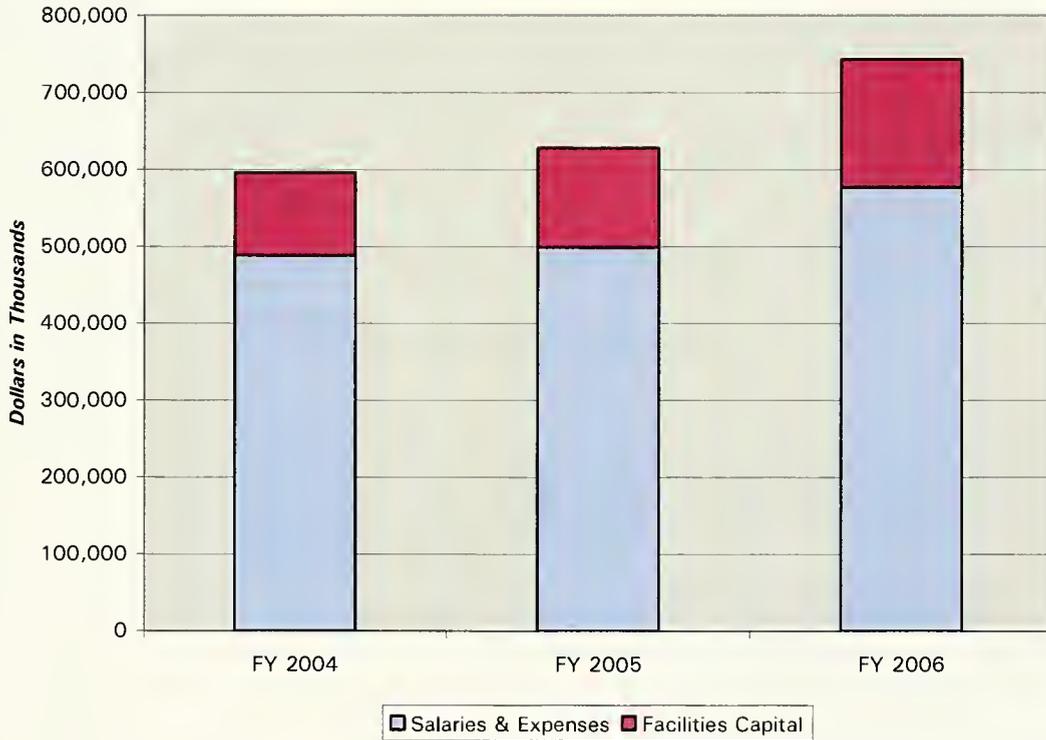
Lastly, the request includes several initiatives to address priorities for scientific research, including additional fellowships, scientific instrumentation, research equipment, and tropical research. The request also addresses critical needs in collections management, exhibit maintenance, and administration.

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

SMITHSONIAN INSTITUTION

Account (\$ in Thousands)	FY 2004 Appropriation	FY 2005 Estimate	FY 2006 Estimate
Salaries & Expenses	488,652	499,125	577,101
Facilities Capital	<u>107,627</u>	<u>128,900</u>	<u>166,000</u>
Total	596,279	628,025	743,101

Summary by Account



FY 2006 Budget Summary
(\$ in 000's)

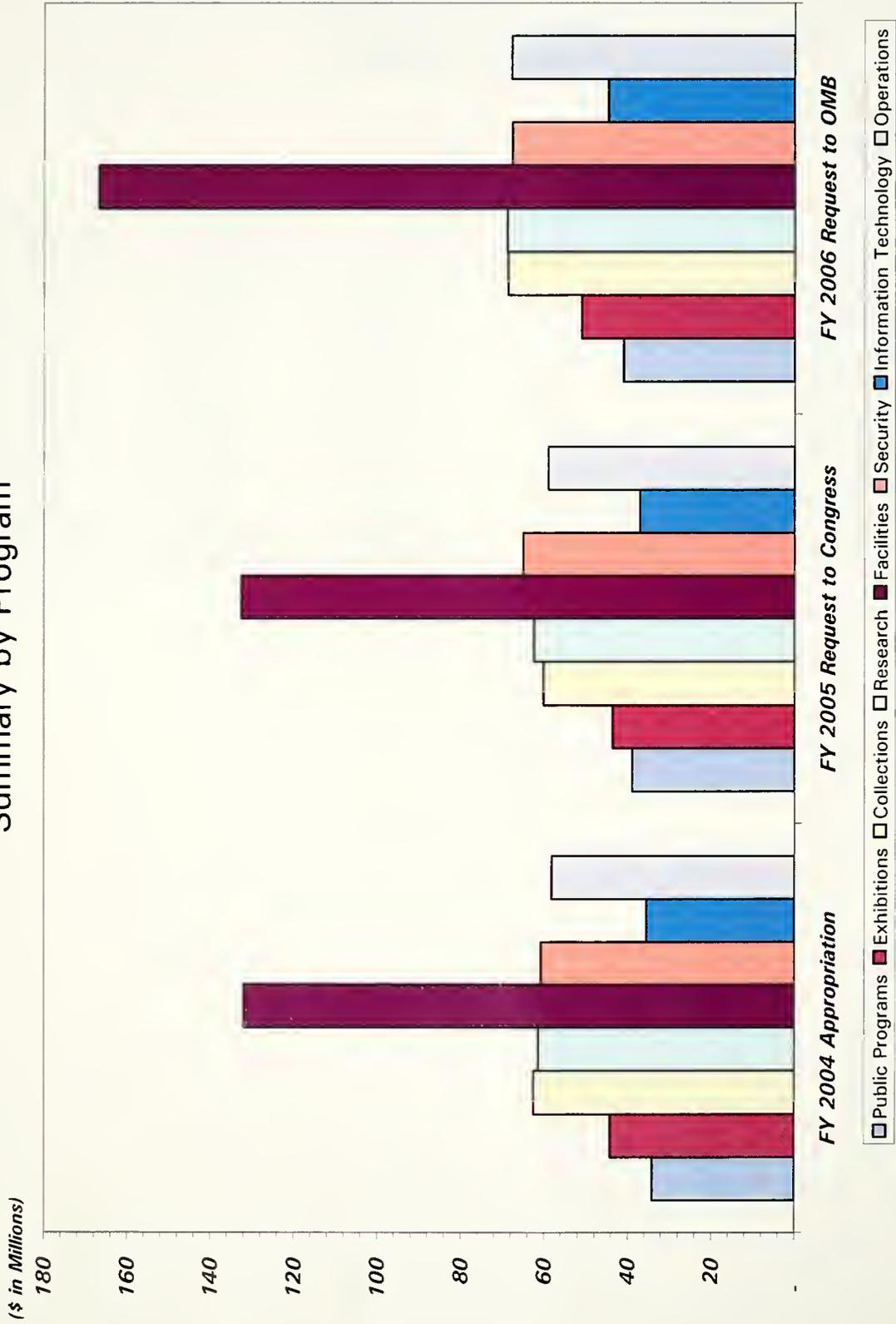
	Change	Full Request
SALARIES AND EXPENSES		
FY 2005 Congressional Request		499,125
<u>Non-Discretionary Costs</u>		
Non-recurring Costs	-2,840	
Salary and Related Costs	10,689	
Financial Audits/NMNH Repatriation Program	1,049	
Utilities, Postage, Communications, Rent	<u>11,535</u>	
<i>Subtotal</i>	<u>19,925</u>	
<u>NAPA-Driven</u>		
<i>Facilities Management:</i>		
Facilities Maintenance	15,000	
Facilities Maintenance Support (NZP/SERC/NASM)	1,387	
Facilities Chilled Water Project	<u>3,000</u>	
<i>Subtotal</i>	<u>19,387</u>	
<i>Information Technology:</i>		
Enterprise Resource Program (ERP)	2,433	
Managed Information Technology Infrastructure	<u>5,161</u>	
<i>Subtotal</i>	<u>7,594</u>	
<u>Staffing/Opening New Museums</u>		
Patent Office Building	10,177	
African American History & Culture	5,238	
Support to NMAI Mall Museum	<u>900</u>	
<i>Subtotal</i>	<u>16,315</u>	
<u>Science Priorities</u>		
Science Commission Recommendations	5,263	
National Zoo - Animal Health and Welfare Initiatives	<u>2,312</u>	
<i>Subtotal</i>	<u>7,575</u>	
<u>Other Institutional Priorities</u>		
Collections Info Systems, Public Programming, Outreach, Institution-wide Administrative Support	<u>6,672</u>	
<i>Subtotal</i>	<u>6,672</u>	
SUBTOTAL, SALARIES AND EXPENSES		577,101
 FACILITIES CAPITAL		
<u>Security</u>		
Major Revitalization: Security and Anti-Terrorism Protection		14,000
Construction: NMNH, Museum Support Center, Pod 5		<u>19,900</u>
<i>Subtotal</i>		<u>33,900</u>
<u>NAPA-Driven</u>		
Major Revitalization: National Zoological Park		20,400
Major Revitalization: National Museum of American History, Behring Center		28,000
Major Revitalization: National Museum of Natural History		20,200
Major Revitalization: Arts & Industries Building		15,000
Major Revitalization: STRI, Gamboa Development		2,000
Other Revitalization Projects: Program Level		25,400
Facilities Capital Program: Planning and Design		<u>21,100</u>
<i>Subtotal</i>		<u>132,100</u>
SUBTOTAL, FACILITIES CAPITAL		166,000
TOTAL, FY 2006 REQUEST		743,101

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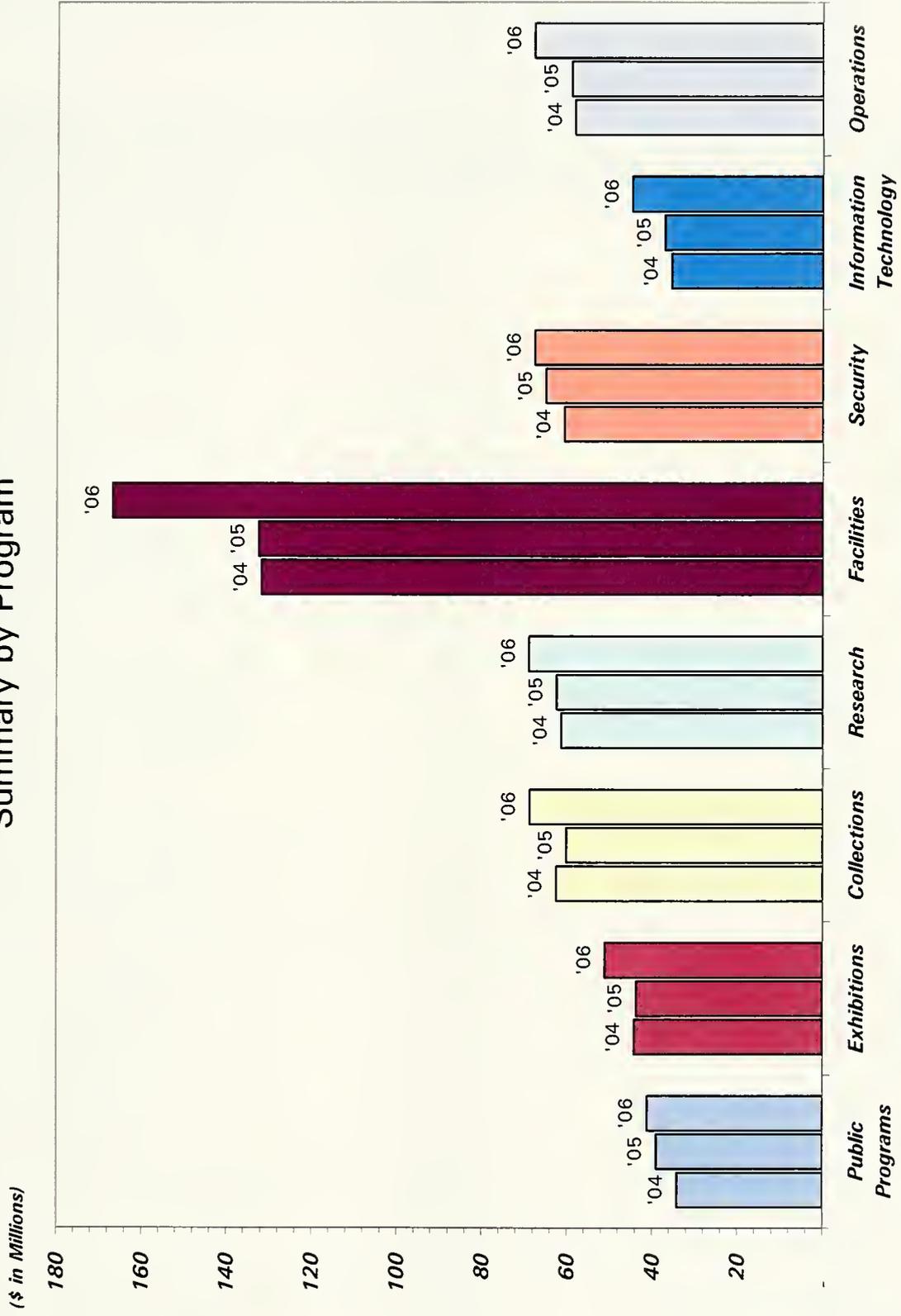
**SMITHSONIAN INSTITUTION
FEDERAL BUDGET BY PROGRAM TABLE
Salaries & Expenses
(Dollars in Thousands)**

	FY 2004 Appropriation	FY 2005 Estimate	FY 2006 Estimate
Public Programs	\$ 34,133	\$ 38,985	\$ 41,124
Exhibitions	44,279	43,731	51,153
Collections	62,496	60,180	68,748
Research	61,361	62,444	68,949
Facilities	131,821	132,460	166,792
Security	60,735	65,047	67,718
Information Technology	35,618	37,207	44,786
Operations	<u>58,209</u>	<u>59,071</u>	<u>67,831</u>
	<u>\$488,652</u>	<u>\$499,125</u>	<u>\$577,101</u>

Smithsonian Federal Budget Salaries and Expenses Summary by Program



Smithsonian Federal Budget Salaries and Expenses Summary by Program



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Requested Increases and Decreases

						FY 2006 Request	
	nt	Information Technology		Operations		FTEs	Amount
		FTEs	Amount	FTEs	Amount		
SI Activities							
FY 2005 Request							
FY 2006 Request	18	140	44,786	563	67,831	5,040	577,101
MUSEUMS AND RESEARCH INSTITUTES							
American Museums							
Anacostia Museum/Center for African American History and Culture		-	-	6	466	22	1,930
Center for Folklife and Cultural Heritage		-	-	-	-	18	2,230
**Folklife Festival Infrastructure		1	67	-	-	-	-
National Museum of African American History and Culture		-	-	11	1,271	63	10,274
**NMAAHC Museum Planning		-	-	-	-	-	-
National Museum of American History		4	712	20	2,119	-	-
**NMAH Diversity Programs	28	10	1,082	19	1,466	240	20,843
**NMAH Collections Information System		-	-	-	-	-	-
National Postal Museum		-	-	-	-	-	-
National Museum of the American Indian		-	30	-	8	6	676
**Non-recur: Mall Museum Opening Costs		20	2,106	44	4,051	358	31,097
**Non-recur: IT Infrastructure		-	-	-	-	-	-
**Non-recur: Webcast Server		-	(412)	-	-	-	-
**Non-recur: Relocation Costs		-	-	-	-	-	-
Art Museums							
Archives of American Art		-	-	6	532	22	1,879
Arthur M. Sackler Gallery/Freer Gallery of Art		3	349	5	586	60	5,883
Cooper-Hewitt, National Design Museum		3	228	6	491	40	3,180
Hirshhorn Museum & Sculpture Garden	7	-	-	8	755	49	4,158
National Museum of African Art		1	128	5	562	48	4,337
National Portrait Gallery		1	138	14	1,036	65	9,332
**Patent Office Building Reopening		-	134	-	669	-	-
**Patent Office Building Reopening, IT Costs		1	826	-	-	-	-
Smithsonian American Art Museum		5	436	14	1,062	97	12,881
**Patent Office Building Reopening		-	-	-	-	-	-
**Patent Office Building Reopening, IT Costs		-	700	-	-	-	-
Science Museums and Research Institutes							
National Air and Space Museum		7	1,509	25	1,643	184	17,045
**Exhibition Maintenance		-	-	-	-	-	-
National Museum of Natural History		12	1,259	10	1,116	439	46,020
**Exhibition Maintenance		-	-	-	-	-	-
**Geographical Information System (GIS)		-	58	-	-	-	-
**Repatriation Program		-	-	-	-	-	-
**Research and Collections Information System		-	-	-	-	-	-
National Zoological Park	3	3	624	14	1,632	210	20,453
**Animal Health and Exhibits Maintenance		-	-	-	-	-	-
**Zoological Information Management System		1	171	-	-	-	-
Smithsonian Astrophysical Observatory		1	314	3	344	124	22,690
**Leased Space		-	-	-	-	-	-
Smithsonian Center for Materials Research and Education		-	-	5	514	29	3,597
Smithsonian Environmental Research Center		-	-	5	421	35	3,121
Smithsonian Tropical Research Institute	6	5	250	37	1,982	244	11,937
**Soils Research Initiative		-	-	-	-	-	-
TOTAL, MUSEUMS AND RESEARCH INSTITUTES	4	78	10,709	257	22,726	2,353	233,563

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

Requested Increases and Decreases

	FY 2005 Request		FY 2006 Base with Increases and Decreases														FY 2006 Request			
			Programs																	
	FTEs	Amount	Public Programs		Exhibitions		Collections		Research		Facilities		Security		Information Technology		Operations		FTEs	Amount
SI Activities			FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
FY 2005 Request	5,124	499,125																		
FY 2006 Request			434	41,124	490	51,153	706	68,748	541	68,949	902	166,792	1,264	67,718	140	44,786	563	67,831	5,040	577,101
MUSEUMS AND RESEARCH INSTITUTES																				
American Museums																				
Anacostia Museum/Center for African American History and Culture	22	1,890	9	865	3	316	4	283	-	-	-	-	-	-	-	-	6	466	22	1,930
Center for Folklife and Cultural Heritage	18	1,936	5	654	10	1,090	2	169	-	-	-	-	-	1	67	-	-	18	2,230	
**Folklife Festival Infrastructure			-	-	-	250	-	-	-	-	-	-	-	-	-	-	-	-	-	
National Museum of African American History and Culture	27	5,000	4	899	4	896	4	899	-	-	4	1,071	-	-	-	-	11	1,271	63	10,274
**NMAAHC Museum Planning			4	436	1	109	4	1,695	-	-	3	167	-	-	4	712	20	2,119		
National Museum of American History	235	19,748	43	3,507	50	4,351	88	7,087	17	2,070	7	648	1	128	10	1,082	19	1,466	240	20,843
**NMAH Diversity Programs			1	104	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
**NMAH Collections Information System			-	-	-	-	4	400	-	-	-	-	-	-	-	-	-	-		
National Postal Museum	6	661	-	-	1	165	5	473	-	-	-	-	-	-	30	-	8	6	676	
National Museum of the American Indian	358	32,169	139	12,945	50	4,463	87	7,810	-	-	18	1,454	-	-	20	2,106	44	4,051	358	31,097
**Non-recur: Mall Museum Opening Costs			-	(130)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
**Non-recur: IT Infrastructure			-	-	-	-	-	-	-	-	-	-	-	-	(412)	-	-	-	-	
**Non-recur: Webcast Server			-	(60)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
**Non-recur: Relocation Costs			-	-	-	-	(1,130)	-	-	-	-	-	-	-	-	-	-	-	-	
Art Museums																				
Archives of American Art	22	1,832	7	462	1	33	8	852	-	-	-	-	-	-	-	-	6	532	22	1,879
Arthur M. Sackler Gallery/Freer Gallery of Art	60	5,737	12	1,179	20	1,774	13	1,425	7	539	-	31	-	-	3	349	5	586	60	5,883
Cooper-Hewitt, National Design Museum	40	3,097	3	250	4	440	8	819	3	161	13	791	-	-	3	228	6	491	40	3,180
Hirshhorn Museum & Sculpture Garden	49	4,053	9	726	22	1,873	10	790	-	-	-	7	-	7	-	-	8	755	49	4,158
National Museum of African Art	48	4,234	11	870	16	1,560	14	1,130	-	-	1	87	-	-	1	128	5	562	48	4,337
National Portrait Gallery	64	5,027	12	896	11	1,010	21	1,653	5	429	-	-	-	-	1	138	14	1,036	65	9,332
**Patent Office Building Reopening			-	568	-	635	-	1,070	-	268	-	-	-	-	-	134	-	669	-	
**Patent Office Building Reopening, IT Costs			-	-	-	-	-	-	-	-	-	-	-	-	1	826	-	-	-	
Smithsonian American Art Museum	97	7,668	26	2,149	20	1,693	29	2,235	3	312	-	-	-	-	5	436	14	1,062	97	12,881
**Patent Office Building Reopening			-	294	-	4,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
**Patent Office Building Reopening, IT Costs			-	-	-	-	-	-	-	-	-	-	-	-	700	-	-	-	-	
Science Museums and Research Institutes																				
National Air and Space Museum	184	16,491	28	3,025	37	2,988	50	3,953	37	3,782	-	-	-	-	7	1,509	25	1,643	184	17,045
**Exhibition Maintenance			-	-	-	145	-	-	-	-	-	-	-	-	-	-	-	-	-	
National Museum of Natural History	436	42,490	58	5,299	50	5,105	158	15,478	144	14,928	4	425	-	-	12	1,259	10	1,116	439	46,020
**Exhibition Maintenance			-	-	2	300	-	-	-	-	-	-	-	-	-	-	-	-	-	
**Geographical Information System (GIS)			-	-	-	-	-	-	-	-	-	-	-	-	58	-	-	-	-	
**Repatriation Program			-	-	-	-	-	-	1,000	-	-	-	-	-	-	-	-	-	-	
**Research and Collections Information System			-	-	-	-	-	-	1,052	-	-	-	-	-	-	-	-	-	-	
National Zoological Park	201	17,824	2	250	104	8,698	47	4,679	29	2,045	-	-	2	213	3	624	14	1,632	210	20,453
**Animal Health and Exhibits Maintenance			-	-	3	953	5	1,188	-	-	-	-	-	-	-	-	-	-	-	
**Zoological Information Management System			-	-	-	-	-	-	-	-	-	-	-	-	1	171	-	-	-	
Smithsonian Astrophysical Observatory	124	21,601	5	811	-	-	-	-	99	17,435	16	3,144	-	-	1	314	3	344	124	22,690
**Leased Space			-	-	-	-	-	-	-	-	642	-	-	-	-	-	-	-	-	
Smithsonian Center for Materials Research and Education	29	3,510	4	689	-	-	5	491	15	1,903	-	-	-	-	-	-	5	514	29	3,597
Smithsonian Environmental Research Center	35	3,048	1	82	-	-	-	-	29	2,618	-	-	-	-	-	-	5	421	35	3,121
Smithsonian Tropical Research Institute	242	11,176	11	408	-	-	-	-	116	6,180	45	1,988	28	626	5	250	37	1,982	244	11,937
**Soils Research Initiative			-	-	-	-	-	-	2	503	-	-	-	-	-	-	-	-	-	
TOTAL, MUSEUMS AND RESEARCH INSTITUTES	2,297	209,192	394	37,178	409	42,847	566	53,449	507	55,225	111	10,455	31	974	78	10,709	257	22,726	2,353	233,563

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

Requested Increases and Decreases

SI Activities	FY 2005 Request		FY 2006 Base with Increases and Decreases												FY 2006 Request			
	FTEs	Amount	Programs												FTEs	Amount		
			Public Programs		Exhibitions		Collections		Research		Facilities		Security				Information Technology	
			FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
PROGRAM SUPPORT AND OUTREACH																		
Outreach																		
--Smithsonian Institution Traveling Exhibition Service	43	4,308	-	-	43	4,400	-	-	-	-	-	-	-	-	-	-	43	4,400
--Smithsonian Center for Education and Museum Studies	17	1,739	11	999	-	-	-	-	-	-	-	-	3	262	3	513	17	1,774
--Smithsonian Affiliation Program	3	340	1	69	-	-	-	-	-	-	-	-	-	-	2	282	3	351
--National Science Resources Center	2	171	2	174	-	-	-	-	-	-	-	-	-	-	-	-	2	174
--Office of Fellowships	6	1,954	-	-	-	-	-	1	1,675	-	-	-	-	-	5	287	6	2,762
**Fellowships and Scholarly Studies Program			-	-	-	-	-	-	800	-	-	-	-	-	-	-	-	-
--Smithsonian Press	19	1,594	6	646	-	-	-	11	844	-	-	-	-	-	2	146	19	1,636
Communications																		
--VIARC	6	475	6	483	-	-	-	-	-	-	-	-	-	-	-	-	6	483
--Office of Public Affairs	9	982	3	283	-	-	-	-	-	-	-	-	1	45	5	675	10	1,223
**Web Infrastructure			-	-	-	-	-	-	-	-	-	-	1	220	-	-	-	-
Institution-wide Programs																		
--Research Equipment Pool	-	1,690	-	-	-	-	-	-	1,690	-	-	-	-	-	-	-	-	2,540
**Research Equipment Pool Increase			-	-	-	-	-	-	850	-	-	-	-	-	-	-	-	-
--Information Resources Management Pool	-	3,274	-	-	-	-	-	949	-	-	-	-	-	2,325	-	-	-	3,774
**Information Resources Management Pool Increase			-	-	-	-	-	-	-	-	-	-	500	-	-	-	-	-
--Latino Programming Pool	-	1,174	-	556	-	453	-	29	136	-	-	-	-	-	-	-	-	1,174
--Collections Management Pool	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000
**Collections Management			-	-	-	-	-	1,000	-	-	-	-	-	-	-	-	-	-
Office of Exhibits Central	35	2,635	-	-	31	2,350	-	-	-	-	-	-	-	-	4	361	35	2,711
Major Scientific Instrumentation	-	4,000	-	-	-	-	-	-	4,000	-	-	-	-	-	-	-	-	6,000
**MSI Increase			-	-	-	-	-	-	2,000	-	-	-	-	-	-	-	-	-
Museum Support Center	28	1,663	-	-	-	-	28	1,707	-	-	-	-	-	-	-	-	28	1,707
Smithsonian Institution Archives	23	1,649	4	236	-	-	14	957	3	294	-	-	-	-	2	211	23	1,698
Smithsonian Institution Libraries	111	8,732	2	136	2	151	80	6,746	16	1,160	-	-	1	115	10	637	111	9,245
**Books and Periodicals Inflation			-	-	-	-	-	300	-	-	-	-	-	-	-	-	-	-
TOTAL, PROGRAM SUPPORT AND OUTREACH	302	36,380	35	3,582	76	7,354	122	11,688	31	13,449	-	-	6	3,467	33	3,112	303	42,652

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

Requested Increases and Decreases

SI Activities	FY 2005 Request		FY 2006 Base with Increases and Decreases														FY 2006 Request			
	FTEs	Amount	Programs														FTEs	Amount		
			Public Programs		Exhibitions		Collections		Research		Facilities		Security		Information Technology				Operations	
			FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount		
ADMINISTRATION																				
Office of the Secretary	8	723	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	739	8	739
Office of Diversity Initiatives	10	1,017	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	1,043	10	1,043
Office of General Counsel	10	1,251	-	-	-	-	-	-	-	-	-	-	-	-	12	-	10	1,279	10	1,291
Office of Inspector General	13	1,517	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13	1,559	13	1,559
Office of Policy and Analysis	4	444	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	456	4	456
Chief Financial Officer																				
Office of the Chief Financial Officer	3	340	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	357	3	357
--SI Audit Costs	-	131	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	131	-	180
** Audit Costs Increase																				49
Office of the Comptroller	37	2,931	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37	3,110	42	3,538
** Staffing Increase																				428
--National Finance Center Costs	-	683	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	683	-	683
Office of Contracting	38	2,988	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38	3,079	42	3,526
** Staffing Increase																				447
--Paper	-	177	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	177	-	177
Office of Financial Systems Integration																				
Office of Planning, Management and Budget	9	1,944	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	1,981	9	1,981
Chief Information Officer																				
Office of Information Technology	104	28,830	-	-	-	-	4	963	-	-	4	685	-	-	52	15,742	44	11,736	107	37,156
** Non-recur: IT Web Infrastructure																(1,108)				
* Art Collections Information System																				
* Storage Area Network								108												
* Enterprise Resource Planning (ERP)														1	584					
* Extended Service Hours																	1	2,433		
* Security Infrastructure															1,086					
* NPM Collections Information System															100					
* Scientific Workstations								64												
* Secure Wireless Network																649				
* SI Research Information System (SIRIS)															1,705					
* SITES Collections Information System							1	1,327												
* Web Infrastructure																				506
--Communications																				
** Telecommunications Modernization VOIP Upgrade		10,880														576				
Office of Imaging and Photographic Services	21	1,754	3	226	4	373	5	447	2	206	1	93								
Office of the Under Secretary for Art	3	367																		
Office of the Under Secretary for Science	8	1,158							1	51									2	324
										18									8	1,166
Office of Under Secretary for Am Mus and Nat'l Progs	6	561																		
Director for National Programs	3	292			1	73													5	504
Office of Government Relations	5	451																	3	300
Office of Human Resources	58	4,677																	5	464
** Strategic Human Capital and Workforce Restructuring																			58	4,797
--Workers' Compensation																			1	300
** Workers' Compensation Increase		2,774																		
--Unemployment Compensation																				
Office of Special Events and Protocol	1	94																		
Smithsonian Center for Latino Initiatives	3	216	2	138															1	97
TOTAL ADMINISTRATION	344	66,616	5	364	5	952	10	2,909	3	275	5	778	-	-	56	30,610	273	41,993	357	77,881

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

Requested Increases and Decreases

SI Activities	FY 2005 Request		FY 2006 Base with Increases and Decreases												FY 2006 Request					
	FTEs	Amount	Programs												FTEs	Amount				
			Public Programs		Exhibitions		Collections		Research		Facilities		Security				Information Technology		Operations	
			FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount		
FACILITIES SERVICES																				
Facilities Maintenance	362	39,943	-	-	-	-	-	-	-	-	351	37,068	11	3,553	-	-	-	-	363	56,635
*Facilities Maintenance and Minor Repair			-	-	-	-	-	-	-	-	10	15,000	-	-	-	-	-	-		
*OFEO FTE level adjustment			-	-	-	-	-	-	-	-	(23)	-	-	-	-	-	-	-		
*NZP, Asia Trail I Maintenance			-	-	-	-	-	-	-	-	7	490	-	-	-	-	-	-		
*SERC Facilities Maintenance			-	-	-	-	-	-	-	-	2	158	-	-	-	-	-	-		
*Patent Office Building Maintenance			-	-	-	-	-	-	-	-	5	366	-	-	-	-	-	-		
Facilities Operations, Security and Support	1,819	146,994	-	-	-	-	8	702	-	-	589	86,449	1,222	62,557	-	-	-	-	1,664	166,370
*Utilities Increase			-	-	-	-	-	-	-	-	-	4,950	-	-	-	-	-	-		
*Utilities: Chilled Water, North Mall			-	-	-	-	-	-	-	-	-	3,000	-	-	-	-	-	-		
*Rent Increase			-	-	-	-	-	-	-	-	-	5,792	-	-	-	-	-	-		
*OFEO FTE level adjustment			-	-	-	-	-	-	-	-	(169)	-	-	-	-	-	-	-		
*Security Support, Summer Hours			-	-	-	-	-	-	-	-	-	-	634	-	-	-	-	-		
*NZP, Asia Trail I Operations Support			-	-	-	-	-	-	-	-	2	185	-	-	-	-	-	-		
*Patent Office Building Operations Support			-	-	-	-	-	-	-	-	1	547	-	-	-	-	-	-		
*NASM Facilities Operations Support			-	-	-	-	-	-	-	-	1	387	-	-	-	-	-	-		
*SERC Facilities Operations Support			-	-	-	-	-	-	-	-	-	167	-	-	-	-	-	-		
*NMAI Mall Museum Operations Support			-	-	-	-	-	-	-	-	10	900	-	-	-	-	-	-		
TOTAL, FACILITIES SERVICES	2,181	186,937	-	-	-	-	8	702	-	-	786	155,559	1,233	66,744	-	-	-	-	2,027	223,005
Subtotal, Smithsonian Institution	5,124	499,125	434	41,124	490	51,153	706	68,748	541	68,949	902	166,792	1,264	67,718	140	44,786	563	67,831	5,040	577,101
FY 2004 Undistributed Offsetting Reduction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, SMITHSONIAN INSTITUTION	5,124	499,125	434	41,124	490	51,153	706	68,748	541	68,949	902	166,792	1,264	67,718	140	44,786	563	67,831	5,040	577,101

SALARIES AND EXPENSES

FY 2004 Appropriation	\$488,652,000
FY 2005 Estimate	\$499,125,000
FY 2006 Estimate	\$577,101,000

This section provides specific details about the Institution’s Salaries and Expenses request for FY 2006. Within the total increase requested, approximately 29 percent is attributable to non-discretionary costs for sustaining base operations (pay, utilities, communications, and rent), and the remainder is for priority program requirements for critical ongoing projects within the Institution. These increases are partially offset by non-recurring costs of \$2,840,000.

NON-RECURRING COSTS – Fiscal year 2006 non-recurring costs of \$2,840,000 include the following:

- **National Museum of the American Indian (-\$1,732,000)** to reduce one-time funding for the purchase of storage area network equipment (-\$412,000); uniforms, signage, and opening ceremony ephemera (-\$70,000); additional contracts for crowd-management assistants during the opening months (-\$35,000); set-up costs for same-day timed-passes (-\$25,000); webcasting server for distance learning and electronic outreach initiatives (-\$60,000); and relocation of collections (-\$1,130,000).
- **Office of the Chief Information Officer (-\$1,108,000)** to reduce one-time funding to eliminate multiple, incompatible, and unsupportable Web infrastructures.

SALARY AND RELATED COSTS – The Institution requests an increase of \$10,689,000 for higher projected salary and benefits costs in FY 2006 for staff as described below. This request is limited to unfunded FY 2005 and FY 2006 pay raises. The Institution absorbed unfunded portions of legislated raises totaling \$9.2 million in FY 2003 and FY 2004. The following is a line item display of the requested increase pay:

Salary and Related Cost Increases:

FY 2005 Unfunded Pay Requirements	\$5,956,000
Proposed FY 2006 Pay Raise	3,879,000
Workers’ Compensation	854,000

Total, Salary and Related Cost Increases	\$10,689,000
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- **FY 2005 Unfunded Pay Requirements (+ \$5,956,000)** to fund the anticipated 1.5 percent January 2005 pay raise for three-quarters of a year as well as annualize funding of the 4.42 percent January 2004 pay raise for one-quarter of a year.

Unfunded Annualization of FY 2004 Pay Raise (1/4 year 4.42%)	\$3,590,000
Unfunded FY 2005 Pay Raise (3/4 year 1.5%)	<u>2,366,000</u>
	\$5,956,000*

*This amount will increase to \$11,035,000 if the legislated 2005 pay raise is 3.5%

- **Proposed FY 2006 Pay Raise (+ \$3,879,000)** to fund the anticipated 1.5 percent January 2006 pay raise for three-quarters of a year as well as annualize funding of the anticipated 1.5 percent January 2005 pay raise for one-quarter of a year.

Annualize FY 2005 Pay Raise (1/4 year 1.5%)	\$1,272,000
FY 2006 Pay Raise (3/4 year 1.5%)	<u>2,607,000</u>
	\$3,879,000*

*This amount will increase to \$5,628,000 if the legislated 2005 pay raise is 3.5%

- **Workers' Compensation (+ \$854,000)** to support the provisions of Section 8147(b) of Title 5, United States Code, as amended April 21, 1976 by Public Law 94-273. The Workers' Compensation bill for FY 2006 of \$3,628,000 is based on actual costs incurred from July 1, 2003 through June 30, 2004, as provided by the Department of Labor. With an amount of \$2,774,000 in its FY 2005 Request to Congress for Workers' Compensation, the Institution requests an increase of \$854,000.

FY 2006 Increased Pay Costs

(Dollars in Thousands)

LINE ITEM	FY 2005 Unfunded	FY 2006 Pay Raise	Total
Anacostia Museum and Center for African American History and Culture	25	15	40
Center for Folklife and Cultural Heritage	27	17	44
National Museum for African American History and Culture	0	36	36
National Museum of American History	366	225	591
National Postal Museum	9	6	15
National Museum of the American Indian	403	257	660
Archives of American Art	29	18	47
Arthur M. Sackler Gallery/Freer Gallery of Art	90	56	146
Cooper-Hewitt, National Design Museum	53	30	83
Hirshhorn Museum and Sculpture Garden	65	40	105
National Museum of African Art	64	39	103
National Portrait Gallery	64	51	135
Smithsonian American Art Museum	136	83	219
National Air and Space Museum	246	163	409
National Museum of Natural History	693	427	1,120
National Zoological Park	119	202	317
Smithsonian Astrophysical Observatory	277	170	447
Smithsonian Center for Materials Research and Education	64	33	87
Smithsonian Environmental Research Center	45	28	73
Smithsonian Tropical Research Institute	160	98	258
Outreach	119	72	191
Communications	18	11	29
Office of Exhibits Central	47	29	76
Museum Support Center	27	17	44
Smithsonian Institution Archives	31	18	49
Smithsonian Institution Libraries	132	81	213
Administration	555	351	906
Facilities Maintenance	417	261	678
Facility Operations, Security and Support	1,669	1,045	2,714
TOTAL INCREASED PAY COSTS	5,956	3,879	9,835

NON-PAY MANDATORY COSTS – For FY 2006, the Institution requests an increase of \$1,049,000 for other mandatory costs as described below.

- **Restoration of Repatriation Funding (\$1,000,000)** to restore a one-time reduction in FY 2005 to the National Museum of Natural History's (NMNH) repatriation program. This is an extremely important program established in 1991 to implement the requirements of the National Museum of the American Indian Act of 1989. The Act established the right of Native American and Native Hawaiian peoples to determine the disposition of culturally affiliated human remains and funerary or sacred objects in the Smithsonian's collections. Since inception, NMNH has addressed this mandate by repatriating approximately 3,700 skeletal remains and 88,000 associated objects to 48 Native communities. Over several years, due to hiring and contracting delays, NMNH did not fully utilize its annual no-year appropriation in a timely fashion which made possible a one-time decrease of \$1,000,000 in FY 2005. The one-time reduction had a minimum impact on the underlying program. The Institution now requests restoration of these funds.
- **Financial Audits for Administration (\$49,000)** for the federal portion of the central audits program. The central audits program supports a portion of the annual audit of the Smithsonian's financial statements in accordance with the Chief Financial Officers Act. For the past several years, this function has been performed by KPMG. The KPMG contract includes inflationary adjustments and the requested increase will be used to cover the inflation costs of doing the annual audit.

UTILITIES, POSTAGE, COMMUNICATIONS, AND RENT (\$11,535,000) – For FY 2006, the Institution requests a net increase of \$11,535,000 for utilities, postage, communications, and rent to cover additional costs attributed to increased consumption, inflationary increases, and project needs. The following table displays estimates from FY 2004 through FY 2006. Detailed explanations of each line item follow.

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

	FY 2004 Appropriated	FY 2005 Estimate	FY 2006 Estimate	Change
Electricity	21,197	20,362	23,447	3,085
Steam	5,014	5,014	6,737	1,723
Natural Gas	3,388	3,388	3,460	72
D.C. Gov't Water/Sewer	3,640	3,640	3,670	30
Other Water & Fuel	760	760	770	10
Postage	2,217	2,217	2,247	30
Communications	10,894	10,880	11,031	151
Rent	10,788	11,774	18,208	6,434
Total	57,898	58,035	69,570	11,535

- **Electricity (\$3,085,000)** – Electricity is used to operate the Smithsonian’s large infrastructure. The major consumer of electricity is the air conditioning system that cools Smithsonian facilities, ensuring the comfort of staff and visitors and providing essential climate control to protect the priceless national collections. The estimate includes increases for the Patent Office Building operations (\$400,000), VERITAS project in Arizona (\$100,000), National Zoological Park’s Asia Trail, Phase I operations (\$65,000), and a 30 percent estimated rate increase for Maryland and the District of Columbia accounts for anticipated effects of deregulation (\$2,636,000), offset by anticipated reimbursements (\$-116,000).
- **Steam (\$1,723,000)** – The Smithsonian uses steam for heating and humidification and to produce hot water in facilities on the Mall and in New York City. The request provides for a 20 percent rate increase (\$2,119,000), offset by anticipated reimbursements (-\$396,000).
- **Natural Gas (\$72,000)** – The Smithsonian uses natural gas for heating and generating steam. The estimate includes increases for the National Zoological Park’s Asia Trial Project, Phase I (\$83,000), offset by anticipated reimbursements (-\$11,000).
- **D.C. Water and Sewer (\$30,000)** – The FY 2006 net estimate for water and sewer costs is based on cost projections by the District of Columbia Water and Sewer Authority in April 2004 (-\$190,000) and includes

increases for the Asia Trial Project, Phase I (\$300,000), offset by anticipated reimbursements (-\$80,000).

- **Other Water and Fuel (\$10,000)** – Funds provide water for satellite facilities in Maryland and Virginia and fuel oil for the Smithsonian. Water consumption and fuel oil consumption are estimated to remain constant. The FY 2006 estimate includes an increase for the VERITAS project in Arizona (\$10,000).
- **Postage (\$30,000)** – Funds provide for all domestic and international mail services. The increase provides one-time funds for the purchase of mail equipment (\$30,000) at NASM's Udvar-Hazy Center, enabling the Smithsonian to operate a satellite mailing facility that uses equipment similar to other Smithsonian facilities.
- **Communications/Networks (\$151,000)** –The requested increase of \$151,000 will allow the Smithsonian to complete conversion of its existing telephone network to Voice over Internet Protocol (VOIP) technology at the Smithsonian's Victor Building, Castle, and the re-opened Patent Office Building. The VOIP technology will reduce costs, provide for planned growth, and support voice and data technologies on a single platform.
- **Rent (\$6,434,000)** – The request includes increases to provide adequate space to house staff and functions displaced by the closure of the Arts and Industries Building (\$5,524,000) and additional leased space required at the Smithsonian's Victor Building (\$268,000). In addition, justified here but included in the Smithsonian Astrophysical Observatory (SAO) line item is an increase for leased space and relocation costs (\$642,000).
 - ▶ \$5,524,000 to provide for leased space to relocate Smithsonian offices housed in the Arts and Industries Building (AIB), which was closed to the public in January 2004. The Smithsonian has developed relocation plans for AIB staff using existing owned and leased space, to the extent possible. However, existing space will not accommodate all staff and additional space is required. It is currently planned that none of the offices housed in AIB will return following the completion of the renovation project. Therefore, long-term lease costs for the additional space are essential.

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

relocated AIB staff. Three-fourths of the annual lease costs are requested in the Smithsonian's FY 2005 Budget Justification to Congress.

Also included is an increase (\$460,000) for leased space at 901 D. Street in Washington D.C. that will be vacated by NMAI and Smithsonian Business Ventures in FY 2005. The Smithsonian will retain the leases to permanently relocate AIB staff.

To provide leased space for the balance of relocated AIB staff, the request includes an increase (\$4,800,000) for long-term leases that will be identified to meet the Institution's needs.

- ▶ \$268,000 to provide for increased leased office space at the Smithsonian's Victor Building for the Offices of Facilities, Engineering, and Operations (OFEO) and Chief Information Officer (OCIO). OFEO requires additional space to accommodate the integration of the Smithsonian's facility staff and the expansion of the capital program. OCIO requires additional space to consolidate and accommodate an increased number of staff members.
- ▶ \$642,000 to provide for three-fourths of a year of additional lease costs (\$127,000) and one-time move costs (\$515,000) for the Smithsonian Astrophysical Observatory (SAO). The balance required for one-fourth of a year will be requested in FY 2007. SAO leases 72,000 square feet of space in three buildings located in Cambridge, Massachusetts that will not be renewed by the landlord in January 2006. In addition, SAO needs to relocate staff in another leased building due to renovations by the landlord in FY 2006 and to ease staff compression in other central offices. In all, this necessitates leased space for administrative offices, a data center and laboratories. Justified here but included in SAO's line item, the requested increase will provide additional rent funds for the 81,500 square feet of leased space in Cambridge. All relocated staff and functions will be moved into a single facility that meets SAO's space and project requirements and provides for future expansion of space.

SECURITY/ANTI-TERRORISM - This budget proposes a dramatic change in the Institution's approach to security. While all facets of the Institution's security program remain a priority, this budget focuses on the Institution's highest priority security requirements by requesting a **\$14,000,000** increase to Facilities Capital for installation of both perimeter vehicle barriers and anti-shatter window protection. In order to focus the increase request on barriers and anti-shatter glass and still provide an adequate security guard force to support an increasing requirement with the newly opened National Museum of the American Indian and the Patent Office Building, the Institution changed its approach to visitor screening. Electronic screening at the three largest Mall museums (National Air and Space Museum, National Museum of American History, and the National Museum of Natural History) will shift from 100% full time electronic visitor screening to random electronic screening coupled with manual bag checks. The security guards freed up by this approach will not only ensure proper manning of the Institution's traditional security posts but also staff the new and reopening museums.

NAPA-DRIVEN - The Institution requests an increase of **26 FTEs and \$26,981,000** to support improvements to the Smithsonian's facilities program and information technology infrastructure as recommended by the National Academy of Public Administration (NAPA) report.

- **Facilities Maintenance (10 FTEs and \$15,000,000)** One of the primary recommendations of the NAPA report was to increase funding and staffing levels for facilities maintenance. The Institution's request of an additional \$15 million and 10 FTE's would bring the Smithsonian to the minimum requirement identified by NAPA. If not funded, the Institution's buildings will continue to be unable to reverse the ill effects of many years of underfunding maintenance and the resultant poor conditions - especially in the area of life safety support. Failure to provide adequate maintenance will also increase the future repair and replacement costs of the Institution's facilities.
- **NZP, SERC, and NASM (12 FTEs and \$1,387,000)** The budget request includes an increase to support the maintenance and upkeep requirements for the new Asia Trail, which opens in FY 2006, at the National Zoological Park (NZP). An increase is required because of the increased size and complexity of the buildings and mechanical systems of Asia Trail (9 FTEs and \$675,000). Additional facility staff and supplies are required to support the increased scientific activity and facilities at the Smithsonian Environmental Research Center (SERC) (2 FTEs and \$325,000) to help offset their increasing footprint. Additional facility funds are required at the Udvar-Hazy Center of the National Air and Space Museum (NASM) to cover unavoidable environmental and

occupational safety and health costs and to ensure the provision of an adequate level of supplies for the maintenance contract (1 FTE and \$387,000).

- **North Mall Chilled Water (\$3,000,000)** An increase is needed to contract with GSA for the provision of chilled water to the North Mall. This joint energy efficiency program with the National Gallery of Art will avoid the need for the more costly replacement of chillers at American History, Natural History, and the National Gallery.
- **Enterprise Resource Planning (ERP) System (1 FTE and \$2,433,000)** The requested increase will allow the Institution to continue the next increment of funding in the multi-year effort to replace its outmoded financial management system. The increase will continue the development, implementation, and operations of the ERP Financials; application maintenance of the ERP Human Resource Management System (HRMS); and licensing, maintenance, and staffing of the hardware/software infrastructure. The increase also implements an online recruiting system that will integrate with the ERP HRMS.
- **Managed Information Technology Infrastructure (3 FTEs and \$5,161,000)** The budget requests an increase to maintain the Institution's information security infrastructure to ensure the system will continue to operate without interruption and that it can reliably identify authorized users (\$100,000). This budget will upgrade the Institution's web infrastructure and content delivery to support the increasing public demand on the Institution's website (1 FTE and \$796,000). Funds are required to improve the Institution's data storage, security, and backup of online data (1 FTE and \$584,000). To provide necessary infrastructure for the Institution's science program, the Institution must replace and update its scientific workstations every four years (\$649,000). The Institution must also begin replacing the Smithsonian Institution Research Information System (SIRIS) which has become unsupportable. SIRIS is the critical interconnection between the Institution's extensive libraries and archives with its researchers and the public (1 FTE and \$1,327,000). This budget also requests an increase to implement wireless connectivity in the Smithsonian. This is a major initiative in museums and will significantly enhance visitors' museum experience (\$1,705,000).
- **Facilities Full Time Equivalent (FTE) Manpower (-192 FTEs)** The Office of Facilities Engineering and Operations (OFEO) conducted a comprehensive review of its financial position and workforce. This review concluded that, as a result of unfunded pay raises, unfunded (non-pay) inflation, and other unfunded requirements, 192 FTEs were unaffordable. This includes 169 in

Facilities, Operations, Security, and Support and 23 in Facilities Maintenance. This budget reflects a reduction of 192 FTEs within OFEO.

STAFFING/OPENING NEW MUSEUMS - The Institution requests an increase of **\$16,315,000** and **53 FTEs** to prepare for the reopening of the National Portrait Gallery and Smithsonian American Art Museum in the renovated Patent Office Building; to continue the start-up of the National Museum of African American History and Culture (NMAAHC); and, to maintain the new National Museum of the American Indian (NMAI) Mall museum.

- **National Portrait Gallery and Smithsonian American Art Museum (7 FTEs and \$10,177,000)** The increase will allow the National Portrait Gallery and Smithsonian American Art Museum to prepare for the planned July 2006 reopening of the renovated Patent Office Building (POB). Funds are included to design and install exhibitions, to remove objects from storage and reinstall in the reopened museums, and to prepare and fit-out public space. Funds are also required for additional facility and information technology staff to support the newly renovated POB.
- **National Museum of African American History and Culture (36 FTEs and \$5,238,000)** The budget request includes an increase for the NMAAHC. With the requested funds, NMAAHC will continue developing and refining plans for exhibitions, public programs, education programs, research, collections acquisition, technology and capital fund raising; developing facility-related plans and overseeing building design and construction; and providing administrative, financial, and contractual management.
- **National Museum of the American Indian (10 FTEs and \$900,000)** This increase will support the facilities service requirements at the NMAI. The request provides funds and staffing for custodial and maintenance support of what is expected to be one of the most highly visited museums in the world.

SCIENCE PRIORITIES - The Institution requests an increase of **12 FTEs and \$7,575,000** to respond to reports from the Science Commission, the National Academy of Sciences (NAS), and the American Zoo and Aquarium Association (AZA).

In response to the Science Commission report, the Institution has identified priority areas for funding (**3 FTEs and \$5,263,000**). These areas include: fellowships and scholarly studies, which supports valuable research by pre-doctoral and postdoctoral students who are crucial to enhance the Institution's mission in the sciences and humanities (\$800,000); major scientific instrumentation to support new frontiers of Astrophysics and other

scientific research conducted at Smithsonian Astrophysical Observatory and all the Institutions' science units (\$2,000,000); research on tropical soils which could impact global climate predictions (2 FTEs and \$503,000); an increase in the research equipment pool to replace basic, outdated research equipment (\$850,000); the National Museum of Natural History's Research and Collections Information System, which helps Museum staff manage and track collections (totaling 125 million objects and specimens) as they are acquired, loaned, or borrowed for research or exhibition (1 FTE and \$1,052,000); and a pan-Institutional Natural Science Geographic Information System that serves all of the Institution's science units (\$58,000).

In response to the AZA and NAS report, funds are needed for increased efforts related to animal welfare and staff safety; a central commissary to improve and manage animal nutrition; support of daily operations, including pest management control; and support of the Zoological Information Management System for scientific, conservation-oriented collections management (9 FTEs and \$2,312,000).

OTHER INSTITUTIONAL PRIORITIES - The Institution requests an increase of 17 FTEs and \$6,672,000 for other Institutional priorities for key areas in collections information systems, public programming, outreach, and Institution-wide administrative support.

The budget is requesting funds for: establishing a Collections Care and Preservation Fund to address the backlog of collections processing and conservation and improve storage (\$1,000,000); the ArtCIS system, which serves museum collections management needs and provides access to information and images at six art museums (\$108,000); purchase and implementation of a commercial collection management system to replace the Smithsonian Exhibition Tracking Information System (\$506,000); additional staff to stabilize the National Museum of American History's (NMAH) collection documentation program (4 FTEs and \$400,000); data content enhancement, creation of digital images, report customization, and training for the National Postal Museum Collections Information System (\$64,000); and increased funds for the Information Resource Management Pool to enhance collections digitization efforts (\$500,000).

Funds are also required to support the annual Folklife Festival on the Mall for necessary infrastructure support, including utilities, equipment, and security services. The increase covers services and items historically provided by the National Park Service and other units and organizations, but no longer supported by them (\$250,000). Funds are also needed for a Director of Latino History and Culture at the NMAH who will enhance the NMAH's ability to conceive, plan and produce more innovative and diverse

public programs (1 FTE and \$104,000). Resources are also needed to support extended summer hours of operation for Smithsonian museums on the National Mall (\$634,000).

Resources are required to stop the erosion of the Smithsonian Libraries' ability to purchase electronic journals, books, and databases that provide critical information and research support for the entire Smithsonian community (\$300,000). Resources are also needed to fund additional maintenance associated with science exhibits that utilize new technologies (2 FTEs and \$445,000).

The budget request includes an increase for the Institution's beleaguered support staffs. Funds are needed for finance and contracting workload that has grown while its staff have shrunk, including activities in support of the President's Management Agenda (e-government and workforce restructuring) (9 FTEs and \$975,000). The Institution also requests funds to further its efforts to develop a human capital plan and strategy and provide basic human resource services as recommended by OPM and outside consultants (1 FTE and \$300,000). Lastly, the Information Technology program requires an increase to extend core hours of service of the network operations center (\$1,086,000).

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVES

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

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

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

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

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Impact:						
1.1 Offer compelling, first-class exhibitions and other public programs	507	45,625	527	57,182	20	11,557
1.2 Expand a national outreach effort	248	24,651	244	25,540	-4	889
1.3 Strengthen the high caliber of Smithsonian research in support of public programs	126	10,322	125	10,831	-1	509
1.4 Develop and bring first-class resources to the nation	202	17,034	195	17,196	-7	162
1.5 Improve the stewardship of the national collections	566	48,852	579	53,882	13	5,030
1.6 Deliver the highest quality visitor services	33	3,165	38	3,398	5	233
Strengthened Scientific Research:						
2.1 Provide focus for the Institution's science resources	3	418	3	429	0	11
2.2 Strengthen capacity in science research	27	3,290	29	5,360	2	2,070
2.3 Conduct focused scientific research programs that are recognized nationally and internationally	435	52,856	436	56,678	1	3,822
2.4 Develop the intellectual component of the collections by performing collections-based studies	44	4,136	42	3,850	-2	-286
Enhanced Management Excellence:						
3.1 Strengthen an Institutional culture that is customer-centered and results-oriented	324	26,368	342	30,041	18	3,673
3.2 Modernize the Institution's financial management systems and functions	43	3,782	50	4,704	7	922
3.3 Modernize the Institution's information technology (IT) systems and infrastructure	170	49,282	174	59,944	4	10,662
3.4 Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	90	11,749	91	13,032	1	1,283
3.5 Recruit, hire, and retain a diverse workforce and promote equal opportunity	26	2,384	26	2,457	0	73
3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and federal state and local governments	22	1,840	23	1,927	1	87
3.7 Complete major construction projects now underway	26	2,688	29	2,906	3	218
3.8 Execute an aggressive, long-range facilities program	974	124,803	987	158,570	13	33,767
3.9 Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors and volunteers	1,249	64,879	1,082	67,235	-167	2,356
Greater Financial Strength:						
4.1 Secure the financial resources needed to carry out the Institution's mission	9	1,001	18	1,939	9	938
4.2 Over the long term (five years), grow the annual payout from the Endowment at least as rapidly as inflation while maintaining the purchasing power of the Endowment	0	0	0	0	0	0
4.3 Increase net income of Smithsonian Business Ventures	0	0	0	0	0	0
TOTAL	5,124	499,125	5,040	577,101	-84	77,976

ANACOSTIA MUSEUM AND CENTER FOR AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	24	1,884	3	359	0	96	0	26
FY 2005 ESTIMATE	22	1,890	2	363	0	180	0	26
FY 2006 ESTIMATE	22	1,930	2	363	0	180	0	26

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	3	258	3	316	0	58
Expand national outreach efforts	1	110	3	415	2	305
Strengthen high caliber of Smithsonian scholarship in support of public programs	1	110	0	0	-1	-110
Develop and bring first class educational resources to the nation	7	548	6	450	-1	-98
Improve the stewardship of national collections	4	307	4	283	0	-24
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	2	294	1	121	-1	-173
Modernize the Institutions financial management system and functions	2	137	2	169	0	32
Recruit, hire and maintain a diverse workforce and promote equal opportunity	1	47	1	50	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	79	2	126	1	47
Total	22	1,890	22	1,930	0	40

BACKGROUND AND CONTEXT

The Anacostia Museum and Center for African American History and Culture is dedicated to the documentation and preservation of American history and culture from an African American and community-based perspective.

The community-based approach is premised on direct collaboration with community and membership organizations, individuals, and families to mobilize, organize, and equip communities to research, document, interpret, and preserve cultural heritage. Heritage preservation education provides the groundwork for active citizen participation.

For FY 2006, the estimates include an increase of \$40,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The Anacostia Museum will accomplish the goal of increased public engagement through public programs and exhibitions that draw from and include the participation of African American communities and community institutions. The Museum will work with community partners to achieve the following heritage preservation objectives: identification of materials and structures at risk; identification of regional preservation agencies and repositories to collect and preserve materials once identified; and interpretation of materials through regionally based educational activities, publications, and exhibitions.

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

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

The Museum will support a network of community activists and join them in regional heritage preservation efforts providing training, resources development, and direct support in public information efforts. Through the

development of the African American Family History Kit, the Museum will put the capacity for historical documentation into individual family hands. The kit will also incorporate the tools for recording family traditions, stories and important family events. Used in conjunction with the Anacostia Museum's Web-based Museum Academy (found at anacostia.si.edu), families will have the opportunity to receive more extensive information and to participate in Web-based exchanges with historians and preservation experts.

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

The exhibition *I, Too, Sing America: African American Narrative in American History*, opening at the Museum in February 2007, presents letters, legal documents, photographs, video and film footage, diaries, and other documents handed down through families, as well as materials culled from the Museum's collection and from other historical repositories. This exhibition spotlights the perspective of individual African Americans as they witnessed two hundred years of events in American history.

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

The Teacher Training Institute, exploring current topics in African American history through Museum collections, will be available through distance learning opportunities. These workshops will be specifically designed to incorporate local cultural and historical assets to enhance traditional in-school curricular activities.

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

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

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

Expand national outreach efforts (3 FTEs and \$415,000)

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

Develop and bring first class educational resources to the nation (6 FTEs and \$450,000)

- Conduct in-service training institute for teachers in regional network
- Conduct the Museum Academy in a 12-month program reaching 150 children and youth in the Washington area

- Conduct training program for implementation of the Academy in two regions
- Develop Web interfaces for the Museum Academy, heritage preservation, and family history kits

Improve the stewardship of national collections (4 FTEs and \$283,000)

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

Enhanced Management Excellence

Strengthen Institutional culture that is customer-centered and results-oriented (1 FTE and \$121,000)

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

Modernize the Institution's financial management systems and functions (2 FTEs and \$169,000)

- Conduct biannual internal audit to insure that the financial system and record keeping are sound

Recruit, hire and maintain a diverse workforce and promote equal opportunity (1 FTE and \$50,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (2 FTEs and \$126,000)

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

CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	18	1,930	10	1,823	17	6,233	0	122
FY 2005 ESTIMATE	18	1,936	10	972	9	2,135	0	0
FY 2006 ESTIMATE	18	2,230	10	972	8	1,532	0	0

STRATEGIC GOALS: PUBLIC IMPACT; MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Public Impact:						
Offer compelling, first-class exhibitions and other public programs	10	1,066	10	1,340	0	274
Develop and bring first-class educational resources to the nation	5	642	5	654	0	12
Improve the stewardship of the national collections	2	164	2	169	0	5
Management Excellence:						
Modernize the Institution's information technology (IT) systems and infrastructure	1	64	1	67	0	3
Total	18	1,936	18	2,230	0	294

BACKGROUND AND CONTEXT

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

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

For FY 2006, the estimate includes an increase of \$44,000 for necessary pay for existing staff funded under this line item and a programmatic increase of \$250,000 for Folklife Festival Infrastructure needs.

MEANS AND STRATEGY

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

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

To apply research to its collections and their interpretation and dissemination, the Center will continue in 2006 to add to its documentary sound, photographic and ethnographic collections as well as generate new

materials through the organization of research projects necessary to produce the Festival and Smithsonian Folkways Recordings. This material will be added to the Center's archives and, where necessary, digitized. Ongoing digitization and organization of the archival collection will continue throughout FY 2006.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Public Impact

Offer compelling, first-class exhibitions and other public programs (10 FTEs and \$1,340,000)

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

Develop and bring first-class educational resources to the nation (5 FTEs and \$654,000)

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

Improve the stewardship of the national collections (2 FTEs and \$169,000)

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

Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$67,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 estimate for the Center budget includes a net increase of \$294,000 with no additional FTEs. Included in this estimate are the increase

of \$44,000 in necessary pay for existing staff and an increase of \$250,000 for infrastructure support of the Smithsonian Folklife Festival to improve the quality and safety of exhibits and programming as follows:

- (+ \$129,000) These funds will provide for the rental of service vehicles and for electrical and gas plumbing services no longer provided by other organizations. They also will provide for the purchase of building materials for public stages, equipment and tools now in a dilapidated and unsafe condition.
- (+ \$102,000) This increase is for security services, security fencing and lighting, and mandated services for disabled visitors, such as sign language interpreters and first aid. The increase covers services and items historically covered by the National Park Service and other units and organizations, but no longer supported by them.
- (+ \$19,000) This increase will provide for necessary updating of computer, office, and telephone lines and functions that help support the Festival, as well as the processing of research materials and Festival documentation for public dissemination.

If the FY 2006 request is not allowed, the Festival will not be able to provide the infrastructure support needed to attract and serve visitors, nor attract the non-government support needed to fund actual program costs. The result will be a much smaller, much diminished Festival with lower visitation, and less impact on both public education and on the cultural communities featured at the Festival.

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	0	0	0	0	0	0	0	0
FY 2005 ESTIMATE	27	5,000	0	0	0	0	0	0
FY 2006 ESTIMATE	63	10,274	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	12	2,681	25	5,335	13	2,654
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	8	872	19	2,398	11	1,526
Complete major construction projects now underway	4	1,068	7	1,238	3	170
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	3	379	12	1,303	9	924
Total	27	5,000	63	10,274	36	5,274

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes a program increase of \$5,238,000 and 36 FTEs to continue developing and refining plans for exhibitions, public programs, education programs, research, collections acquisition, technology and capital fund raising; developing facility-related plans and overseeing building design and construction; and strengthening the capacity for administrative, financial, and contractual management. As authorized in P.L.108-184, these resources are requested to remain available until expended. The estimate also includes an increase of \$36,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (25 FTEs and \$5,335,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (19 FTEs and \$2,398,000)

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

Complete major construction projects now underway (7 FTEs and \$1,238,000)

- Prepare initial site plan
- Develop construction and equipping cost estimates
- Select Architectural/Engineering (A/E) firm and develop building and design concepts

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (12 FTEs and \$1,303,000)

- Enlist leadership and advance gifts from corporations, foundations, and influential citizens

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net increase of \$5,274,000 and 36 FTEs. Included is an increase of \$36,000 for necessary pay for existing staff that is justified in the Non-discretionary Costs section of this budget. In addition, the Institution is seeking a programmatic increase of \$5,238,000 and 36 FTEs. The programmatic increases are as follows:

- (+ \$3,718,000, +20 FTEs) This increase will support enhanced planning activities for the new museum in the areas of exhibitions, public programs, collections, education, outreach, and technology. Activities will include the development of preliminary exhibit concepts; initiation of collection acquisition; refinement and advancement of the strategic public relations plan in concert with the National fundraising campaign; expansion of outreach activities; initial planning, design and development of technological capacity including redesign of existing website and development of program databases; and initial planning for education programming. Administrative staff will perform all necessary purchasing tasks to acquire supplies, equipment, and contractual services; perform accounting functions; and prepare contracts.
- (+ \$1,353,000, + 13 FTEs) This increase supports the development and implementation of a comprehensive public relations strategy that will work in concert with the National fundraising campaign to build support for the Museum among key constituencies in order to secure required matching funds from non-federal sources as specified by the legislation authorizing the establishment of the NMAAHC. This effort will encompass the design and production of an identity package and press kit; targeting communications with various audiences through electronic and print media; cultivation of donors through enhanced prospect research; developing a direct mail membership program; and hosting a variety of special events and promotional activities. Professional fundraising, public relations, publications, community service, and writer/editor personnel are required to raise public awareness for the Museum and gain significant financial backing necessary to complete development of the Museum.
- (+ \$167,000, + 3 FTEs) This increase supports all activities necessary to manage early facility development planning for the new museum including the development of building and design concepts and development, oversight, and administration of architectural and engineering contracts. Three FTEs - an architect, general engineer, and facility planner - and

\$367,000 are requested to handle these functions. The requested increase is offset by a reduction in funding (-\$200,000) requested in FY 2005 for hiring a private firm to perform environmental impact assessments, traffic analyses, and other tasks associated with selecting a site to build the new museum.

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

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

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	241	20,346	6	2,021	57	15,872	38	4,410
FY 2005 ESTIMATE	241	20,409	6	2,136	56	21,925	39	3,432
FY 2006 ESTIMATE	246	21,519	4	1,550	46	8,444	39	3,348

NOTE: OPERATING RESOURCES INCLUDE THE NATIONAL POSTAL MUSEUM

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	64	5,450	64	5,614	0	164
Strengthen the high caliber of Smithsonian research in support of public programs	59	4,270	60	4,526	1	256
Develop and bring first-class educational resources to the nation	44	4,086	44	4,192	0	106
Improve the stewardship of the national collections	28	2,352	32	2,822	4	470
Deliver the highest quality visitor services	12	992	12	1,021	0	29
Enhanced Management Excellence:						
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	17	1,673	17	1,714	0	41
Recruit, hire and maintain a diverse workforce and promote equal opportunity	11	925	11	954	0	29
Total	235	19,748	240	20,843	5	1,095

BACKGROUND AND CONTEXT

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

For FY 2006, the estimate includes an increase of \$1,095,000 and 5 FTEs. Included is an increase of \$591,000 for necessary pay for existing staff funded under this line item, along with programmatic increases totaling \$504,000 and 5 FTEs.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, NMAH will present a wide range of compelling programs during FY 2006, with special focus on the reinstallation of the Star-Spangled Banner. The Museum is planning a full range of programs to accompany the reinstallation of the flag, including a formal dedication/opening, daily performances of the National Anthem, a mass singing of the Star-Spangled Banner, and an "All-American Picnic" on the National Mall. NMAH is also working with the Washington Convention and Tourism Corporation to promote a "Star-Spangled Summer", with special focus on the period from Flag Day (June 14) through the Fourth of July.

The Museum plans to develop other special exhibitions, such as one commemorating the 400th anniversary of the founding of Jamestown. Popular traveling exhibitions such as *First Ladies* will meanwhile continue their tours throughout the country.

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

Planning will continue for a Hands-On-History Room and an Education Center featuring modern classroom and workshop space, a storytelling theater, and an exhibition gallery of interest to younger audiences.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (64 FTEs and \$5,614,000)

- Reinstall the Star-Spangled Banner in its new permanent home
- Develop and open temporary exhibitions on such topics as the 400th anniversary of the founding of Jamestown

- Complete research and design for the permanent introductory American history exhibition *America's Stories*
- Strengthen the high caliber of Smithsonian research in support of public programs (60 FTEs and \$4,526,000)***

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

Develop and bring first-class educational resources to the nation (44 FTEs and \$4,192,000)

- Complete preliminary work on all educational programming and products related to the exhibit *America's Stories*
- Execute plans for Latino programs during Hispanic Heritage Month
- Hold continuing programs for Black History Month
- Conduct programs sponsored by NMAH Asian Pacific American Initiatives Committee
- Collaborate with five new Affiliate museums
- Continue active outgoing loan program
- Work with SITES to develop one new traveling exhibition

Improve the stewardship of the national collections (32 FTEs and \$2,822,000)

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

Deliver the highest quality visitor services (12 FTEs and \$1,021,000)

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

Enhanced Management Excellence

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (17 FTEs and \$1,714,000)

- Resolve facility-related issues that inhibit efficient application of resources to Museum priorities through the continuation of facility improvement projects under the NMAH Master Plan program
- Refine the organizational structure, staffing, and responsibilities of the Outreach Office to improve the development, planning, and implementation of all programs that have an impact on the public

Recruit, hire and retain a diverse workforce and promote equal opportunity (11 FTEs and \$954,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$1,095,000 and 5 FTEs. Included is an increase of \$591,000 for necessary pay for existing staff funded under this line item. The programmatic increases, totaling \$504,000 and 5 FTEs, are described below:

- (+ \$104,000, + 1 FTE) This increase allows NMAH to hire a Director of Latino History and Culture. This addition will enhance the NMAH diversity initiative and the Museum's ability to conceive, plan and produce more innovative and diverse public programs.
- (+ \$400,000, + 4 FTEs) The addition of these new hires will further the stabilization of NMAH's Multi-MIMSY collections management software as the central facet of the Museum's collections documentation program. It will provide greater accountability and access to museum collections for the American public.

If the FY 2006 request is not allowed, the National Museum of American History will be unable to fulfill its responsibility to strengthen programming targeted at minority audiences, as required by the Smithsonian's strategic plan. In addition, NMAH will fall further behind in its effort to adequately document its collections.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	163	1	165	0	2
Expand a national outreach effort	1	62	1	63	0	1
Improve the stewardship of the national collections	4	398	4	410	0	12
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	0	38	0	38	0	0
Total	6	661	6	676	0	15

BACKGROUND AND CONTEXT

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

For FY 2006, the estimate includes an increase of \$15,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

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

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

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

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

Improve the stewardship of the national collections (4 FTEs and \$410,000)

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

Enhanced Management Excellence

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

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

NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	360	38,133	2	3,349	15	7,705	0	8
FY 2005 ESTIMATE	358	32,169	2	1,761	19	10,203	0	32
FY 2006 ESTIMATE	358	31,097	2	1,761	19	10,203	0	32

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	50	4,748	50	4,463	0	-285
Expand a national outreach effort	54	5,431	54	5,057	0	-374
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	1,043	8	1,043	0	0
Develop and bring first-class educational resources to the nation	71	5,489	71	5,933	0	444
Improve the stewardship of the national collections	87	7,601	87	6,680	0	-921
Deliver the highest quality visitor services	6	852	6	722	0	-130
Strengthened Scientific Research:						
Develop the intellectual component of the collections by performing collections-based studies	0	54	0	0	0	-54
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	38	3,402	38	3,684	0	282
Modernize the Institution's information technology (IT) systems and infrastructure	20	1,753	20	1,694	0	-59
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	6	367	6	367	0	0
Execute an aggressive, long-range Smithsonian facilities program	18	1,429	18	1,454	0	25
Total	358	32,169	358	31,097	0	-1,072

BACKGROUND AND CONTEXT

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

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

For FY 2006, the estimate includes \$660,000 for necessary pay for existing staff funded under this line item; and programmatic decreases of \$1,732,000 to reduce one-time funding for storage area network equipment (\$412,000) and web-casting server (\$60,000); uniforms for crowd-management assistants, signage for queue management, and other opening ceremony expenses (\$130,000); and move of collections (\$1,130,000).

MEANS AND STRATEGY

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

Outreach efforts will continue to bring the Museum and its resources to audiences through media such as the radio and the Web, and innovative outreach and training programs. These contacts will link external

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increase Public Engagement

Offer compelling, first-class exhibitions and other public programs (50 FTEs and \$4,463,000)

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

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

Expand a national outreach effort to share the Smithsonian's resources with larger and more diverse audiences throughout America (54 FTEs and \$5,057,000)

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

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

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

compelling relevant audio programming to audiences throughout the world

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

Strengthen the high caliber of Smithsonian research in support of public programs. (8 FTEs and \$1,043,000)

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

Develop and bring first-class educational resources to the Nation (71 FTEs and \$5,933,000)

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

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

Improve the stewardship of the national collections for present and future generations (87 FTEs and \$6,680,000)

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

Deliver the highest quality visitors' services in Smithsonian museums (6 FTEs and \$722,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (38 FTEs and \$3,684,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (20 FTEs and \$1,694,000)

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

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

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

Execute an aggressive, long-range facilities program, with increased emphasis on maintenance and revitalization (18 FTEs and \$1,454,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net decrease of \$1,072,000. The estimate includes \$660,000 for necessary pay for existing staff and a decrease of \$1,732,000 for one-time costs. The decreases are as follows:

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

ARCHIVES OF AMERICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	22	1,826	0	366	12	1,244	0	0
FY 2005 ESTIMATE	22	1,832	0	133	12	1,044	0	0
FY 2006 ESTIMATE	22	1,879	0	67	10	910	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	32	1	33	0	1
Expand a national outreach effort	6	430	6	447	0	17
Strengthen the high caliber of Smithsonian scholarship in support of public programs	0	0	1	15	1	15
Improve the stewardship of the national collections	9	847	8	852	-1	5
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	2	247	2	252	0	5
Modernize the Institution's financial management systems and functions	2	137	2	139	0	2
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	2	139	2	141	0	2
Total	22	1,832	22	1,879	0	47

BACKGROUND AND CONTEXT

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

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

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

The FY 2006, the estimate includes an increase of \$47,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

As part of its effort to increase public awareness and appreciation of its mission, AAA will open new gallery space at POB on July 4, 2006. (AAA also continues to maintain a modest gallery space in its New York City Research Center.) In FY 2006, AAA will devote resources to furnish the new POB space, develop gallery interactives that will provide visitors an engaging portal to AAA's holdings, and shift activities from shows that originate in New York, to exhibitions that originate in the POB space then travel to New York, thereby doubling the audience.

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

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$33,000)

- Design and fabricate new exhibit gallery in the Patent Office Building for opening on July 4, 2006 which will increase AAA's exhibit galleries to three locations reaching wider audiences
- Develop and install four exhibitions to be premiered at the POB to later travel to AAA's NY gallery to reach a wider audience. Two of the exhibitions will be in collaboration with other Smithsonian units

Expand a national outreach effort (6 FTEs and \$447,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$15,000)

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

Improve the stewardship of the national collections (8 FTEs and \$852,000)

- Complete data input and analyze results of a systematic survey of all unprocessed collections begun in FY 2004 to form a plan for prioritizing collections to be processed, preserved, and described in electronic format to ensure the highest priority is given to collections with the highest research value
- Enhance Collection Information Systems to ensure proper collections documentation and to support increasingly complex workflow encompassing acquisition, physical and legal control, processing, preservation, digitization and web access, within the framework of an Smithsonian-wide planned upgrade in FY 2006 to the SIRIS system and a planned Smithsonian-wide implementation of a Digital Asset Management System

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (2 FTEs and \$252,000)

- Continue to monitor, revise, and enforce AAA's strategic plan to ensure 100% alignment with the Institution's plan
- Automate all internal forms to promote efficiency

Modernize the Institution's financial management systems and functions (2 FTEs and \$139,000)

- Integrate and monitor internal spending plans for all funds to the monthly expense plans to ensure proper management of funds
- Perform one to two internal audits to ensure compliance with internal controls

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (2 FTEs and \$141,000)

- Enable 50% of employees to attend one or more training courses within the year to strengthen workforce capabilities
- Execute search for replacement for Chief of Public Services to ensure a smooth transition

ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	60	5,719	0	304	53	8,435	0	0
FY 2005 ESTIMATE	60	5,737	0	120	53	9,887	0	0
FY 2006 ESTIMATE	60	5,883	0	120	53	9,887	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	15	1,230	15	1,314	0	84
Expand a national outreach effort	8	803	8	813	0	10
Strengthen the high caliber of Smithsonian scholarship in support of public programs	9	1,017	9	1,030	0	13
Develop and bring first-class educational resources to the nation	6	460	6	466	0	6
Improve the stewardship of the national collections	7	767	7	775	0	8
Deliver the highest quality visitor services	2	102	2	104	0	2
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized both nationally and internationally	4	405	4	413	0	8
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	6	694	6	704	0	10
Modernize the Institution's information technology systems and infrastructure	3	259	3	264	0	5
Total	60	5,737	60	5,883	0	146

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$146,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

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

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

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (15 FTEs and \$1,314,000)

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

Expand a national outreach effort (8 FTEs and \$813,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (9 FTEs and \$1,030,000)

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

Develop and bring first-class educational resources to the nation (6 FTEs and \$466,000)

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

Improve the stewardship of the national collections (7 FTEs and \$775,000)

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

Deliver the highest quality visitor services (2 FTEs and \$104,000)

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized both nationally and internationally for their relevance, quality, and results (4 FTEs and \$413,000)

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

- Analyze and upgrade the capital asset inventory and life-cycles in order to reduce maintenance and repair costs by 15% and eliminate 25% of all delays and disruptions brought about by equipment failures

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (6 FTEs and \$704,000)

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

Modernize the Institution's information technology systems and infrastructure (3 FTEs and \$264,000)

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

COOPER-HEWITT, NATIONAL DESIGN MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	40	3,088	20	2,687	3	3,238	0	0
FY 2005 ESTIMATE	40	3,097	19	2,600	3	2,780	0	0
FY 2006 ESTIMATE	40	3,180	19	2,600	3	2,755	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first class exhibitions and other public programs	5	504	5	522	0	18
Expand a national outreach effort	2	94	2	98	0	4
Strengthen the high caliber of Smithsonian scholarship in support of public programs	10	872	10	898	0	26
Develop and bring first-class educational resources to the nation	3	241	3	250	0	9
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	4	216	4	223	0	7
Modernize the Institution's information technology (IT) systems and infrastructure	2	147	3	228	0	81
Execute an aggressive, long range Smithsonian facilities program	14	1,023	13	961	0	-62
Total	40	3,097	40	3,180	0	83

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$83,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (5 FTEs and \$522,000)

- Mount five exhibitions on historic and contemporary design

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

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

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (10 FTEs and \$898,000)

- Publish at least three scholarly publications based on collections research

Develop and bring first-class educational resources to the nation (3 FTEs and \$250,000)

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

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (4 FTEs and \$223,000)

- Develop and present interim and year-end financial information to Board and senior management within 8 weeks of fiscal-year closure
- Develop management reports for the director and senior management of Cooper-Hewitt using the Smithsonian's ERP System

Modernize the Institution's information technology (IT) systems and infrastructure (3 FTEs and \$228,000)

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

Execute an aggressive, long-range Smithsonian facilities program (13 FTEs and \$961,000)

- Design the first phase of the master plan which includes upgrading critical infrastructure such as the electrical system throughout the Museum in conjunction with trust-funded improvements to the programmatic spaces of the Museum

HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	49	4,039	1	757	4	2,738	0	18
FY 2005 ESTIMATE	49	4,053	1	875	4	3,455	0	2
FY 2006 ESTIMATE	49	4,158	1	682	4	4,682	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	19	1,506	19	1,547	0	41
Expand a national outreach effort	6	490	6	502	0	12
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	98	1	102	0	4
Improve the stewardship of the national collections	10	859	10	879	0	20
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	8	774	8	794	0	20
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	326	5	334	0	8
Total	49	4,053	49	4,158	0	105

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$105,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

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

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (19 FTEs and \$1,547,000)

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

Expand a national outreach effort (6 FTEs and \$502,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$102,000)

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

Improve the stewardship of the national collections (10 FTEs and \$879,000)

- Complete improved access to the permanent collection by decompressing collection storage areas, relocating collection objects off-site, and improving existing storage areas by reorganizing and rehousing the collection
- Refine a conservation plan for the collection by building on work begun in FY 2005 to identify conservation needs, priorities, and funds to implement the plan.
- Improve access to the permanent collection by adding 425 new or expanded collection records and/or images on the website and the art database

- Plan one collection exchange with the San Francisco Museum of Modern Art and the Walker Art Center

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (8 FTEs and \$794,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$334,000)

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

NATIONAL MUSEUM OF AFRICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	48	4,217	2	593	0	157	0	0
FY 2005 ESTIMATE	48	4,234	2	634	0	931	0	0
FY 2006 ESTIMATE	48	4,337	2	562	0	500	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
Present compelling, first-class exhibitions and other public programs	24	2,203	20	1,638	-4	-565
Expand a national outreach effort	9	678	5	514	-4	-164
Strengthen the high caliber of Smithsonian scholarship in support of public programs	0	0	1	172	1	172
Develop and bring first-class resources to the nation	8	763	3	225	-5	-538
Improve the stewardship of the national collections	0	0	5	497	5	497
Deliver the highest quality of visitor services	0	0	5	324	5	324
Enhanced Management Excellence						
Strengthen an Institutional culture that is customer-centered and results-oriented	3	221	3	408	0	187
Modernize the Institution's financial management systems and functions	0	0	3	290	3	290
Modernize the Institution's information technology (IT) systems and infrastructure	2	199	1	118	-1	-81
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	91	0	0	-1	-91
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state and local governments	1	79	1	70	0	-9
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	0	0	1	81	1	81
Total	48	4,234	48	4,337	0	103

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$103,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAfA is directing resources to activities that will result in increased and more diverse audiences. Four exhibitions with broad appeal to attract more diverse audiences will be presented in FY 2006, with preparations well underway for a fifth which will open early in FY 2007. *BIG/Small* is actually two exhibitions which will run concurrently in adjoining galleries. These exhibitions will juxtapose contemporary with traditional objects crafted from a variety of materials ranging from aluminum to ivory to wood. *African Gold from the Glassell Collection, The Museum of Fine Arts, Houston* presents

approximately 135 pieces of Akan gold work and royal regalia from Ghana, West Africa while *Portugal and the World* presents a selection of Afro-Portuguese ivory salt cellars and selected objects from major collections. Drawing on the idea of “mining the museum,” artist Yinka Shonibare will create an exhibition based on the Museum’s own collections, using a concept he previously employed at the Cooper Hewitt National Design Museum. During FY 2006, NMAfA will also be doing much of the preparation, construction and installation for *African Art from the New Orleans Museum of Art* featuring approximately 85 works including masks, figures, musical instruments, ceramics, and costumes. This exhibition will open early in FY 2007. All of these exhibitions will provide a vast array of media and forms, both familiar and unusual, which should provide a strong visual appeal to scholars as well as general audiences.

Education activities at the Museum will include a “Meet the Artist” program in conjunction with the *Shonibare* exhibition of contemporary art, as well as the more traditional student-teacher programs. NMAfA will continue to use interactive components within exhibition installations to engage a wide variety of visitors of all ages. Learning modules linked within the Museum’s website will support NMAfA’s national outreach efforts by providing access to the Museum’s object and photographic collections in schools, public libraries, and homes.

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

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

The implementation of regular visitor surveys will measure overall visitor satisfaction and meetings will be convened with community advisory groups for their input in planning future exhibitions and public programs. It is

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

To address the goal of Enhanced Management Excellence, NMAfA will focus on incorporating feedback from visitor surveys into the development of a 3–5 year plan for its exhibitions, public programs, and public spaces. Accountability will be achieved by integrating Museum and Institutional performance goals into staff performance plans. In addition, financial management responsibilities will be incorporated into the performance plans of all department heads. Information technology efforts will center on developing a 3–5 year IT plan that will integrate the Museum's information technology functions for administration, collections management, exhibitions, and public access. The Museum will also take proactive steps to enhance relations with the media by expanding its tracking database. To ensure the safety and protection of collections, visitors, and staff, the Museum will implement its plan for disaster preparedness and recovery in FY 2006.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Present compelling, first class exhibitions and other public programs (20 FTEs and \$1,638,000)

- Present three exhibitions with broad appeal to attract more diverse audiences
- Present a "Meet the Artist" program in conjunction with the *Shonibare* exhibition
- Secure 30 loans of significant works of African art from private and public collections for display at NMAfA
- Implement an adult lecture series with broad appeal to expand audiences at NMAfA programs
- Expand community outreach programs by 10%
- Complete 75% of the construction and installation of the *African Art from the New Orleans Museum of Art* exhibition, scheduled to open in early FY 2007

Expand a national outreach effort (5 FTEs and \$514,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$172,000)

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

Develop and bring first-class educational resources to the nation (3 FTEs and \$225,000)

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

Improve the stewardship of the national collections (5 FTEs and \$497,000)

- Complete installation of X-Radiography unit
- Implement a revised collections management and care policy
- Reduce by 10% the number of objects designated for deaccessioning

Deliver the highest quality of visitor services (5 FTEs and \$324,000)

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

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (3 FTEs and \$408,000)

- Develop 3–5 year exhibition/program plan
- Integrate Museum and Institutional performance goals in the performance plans of all NMAfA staff

Modernize the Institution's financial management systems and functions (3 FTEs and \$290,000)

- Enhance Museum-wide financial plan for monthly tracking and reporting of revenue and expenses by department and project
- Incorporate financial management responsibilities into the performance plans of all department heads

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$118,000)

- Implement 3–5 year IT plan to integrate the Museum's information technology functions for administration, collections management, exhibitions, and public access

Enhance the reputation of the Smithsonian by maintaining good relation with the news media and with federal, state and local governments (1 FTE and \$70,000)

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

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (1 FTE and \$81,000)

- Implement the Museum's disaster preparedness and recovery plan

NATIONAL PORTRAIT GALLERY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	64	5,013	3	585	8	1,962	0	0
FY 2005 ESTIMATE	64	5,027	3	590	11	10,018	0	0
FY 2006 ESTIMATE	65	9,332	3	609	10	3,339	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	21	1,702	26	4,163	0	2,461
Expand a national outreach effort	4	358	4	666	0	308
Strengthen the high caliber of Smithsonian scholarship in support of public programs	7	584	2	382	0	(202)
Develop and bring first-class educational resources to the nation	7	450	7	664	0	214
Improve the stewardship of the national collections	11	667	11	890	0	223
Enhance Management Excellence						
Strengthen an Institutional culture that is customer-centered and results-oriented	13	1,022	13	1,393	0	371
Modernize the Institution's information technology (IT) systems and infrastructure	1	244	2	1,174	1	930
Total	64	5,027	65	9,332	1	4,305

BACKGROUND AND CONTEXT

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

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

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

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

For FY 2006, the estimate includes an increase of 1 FTE and \$4,305,000. This amount includes \$3,344,000 one-time costs for the reinstallation and reopening of the POB, \$700,000 one-time cost for state-of-the-art information technology for the Portrait Gallery's interactive visitor programs, 1 FTE and \$126,000 for a POB Information Technology Coordinator to oversee the IT interactive visitor programs, and \$135,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The National Portrait Gallery will focus its major effort into preparing the POB and installing the collections in time for the July 2006 reopening of the museum. Significant decisions on layout, exhibitions, furnishings, electronic elements, and printed materials will be determined, and construction and fabrication of exhibition display components will be completed. With the departure of the staff to another building, an additional 15 percent of the museum's collections will be on view in the vacated space.

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

In addition to the installation of the permanent collection on all three floors of the museum, the Gallery plans to install exhibitions ranging from a

one-room show examining the life of Walt Whitman to a 4,000 square foot exhibit featuring the work of sixty finalists in the first ever national portrait competition. The Gallery's permanent collection will be installed in a largely chronological arrangement that will begin before the nation was founded and conclude with the 21st century. Major galleries will be devoted to such historical topics as the Civil War and Rights and Liberties. A major exhibition on "America's Presidents" not only will feature multiple images of the presidents but a newly-created hand-held audio-visual guide and other state-of-the-art interactive technology.

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (26 FTEs and \$4,163,000)

- The Portrait Gallery's participation in co-organizing the international, multi-museum curatorial effort for the *Retratos: 2000 Years of Latin American Portraits* traveling exhibition will culminate in its opening in Washington, DC at the Smithsonian's International Gallery in October 2005 and will be accompanied by a catalog (edited by NPG and published by Yale University Press) and by extensive educational and outreach materials
- Finalize 100% of the installation of the approximately 500 objects for eight exhibits that feature the permanent collection and two special exhibitions that are developed to reopen the Portrait Gallery
- Complete the construction and fabrication of essential display components for reinstallation of approximately 500 objects, including over 100 pedestals and cases, brackets and armatures, and nearly 700 labels and text panels
- Refine content and install the wireless audio-visual tour component of highlights of the permanent collection in time for the POB reopening
- Establish and sufficiently equip the new Visible Conservation Lab to provide the highest standard of conservation treatment and to provide the visitor an opportunity to observe treatments for a variety of collection objects
- Design five education programs for 30 presentations to schools and community organizations
- Conduct a series of opening receptions, tours, and events to commemorate the reopening of the National Portrait Gallery in the historic Patent Office Building

Expand a national outreach effort (4 FTEs and \$666,000)

- Install an exhibition of selected painted and sculpted works culminating from the first Outwin Boochever Portrait Competition, a nation-wide endeavor allowing artists—both known and unknown—to submit their works
- Bestow a portrait commission and a cash award to the winner of first Outwin Boochever Portrait Competition
- Award two Peck Presidential Medals, one for "Service to the Presidency" and one for "Portrayal of the Presidency"
- Present two Town Hall sessions, with participation by the winners of the Peck Presidential Medals, to promote the understanding of the Presidency among high school students

- Present the Edgar P. Richardson symposium on American portraiture and biography
- Publish four issues, including an expanded issue for summer 2006, of *Profile*, the Gallery's publication to increase national public awareness of NPG programs and research
- Publish one book illustrating the finalists in the first Outwin Boochever Portrait Competition
- Write, edit, and publish up to 15 flyers and brochures and more than 700 labels in time for the reopening of the POB
- Improve the quality and bring more educational programs, NPG collections, and research resources to the public and to a more diverse audience by increasing the number and diversity of programs, records, and images on the NPG website
- Increase the number of NPG website visits by 500,000 and the number of queries to the website collections and research database by 5,000
- Conduct an extensive public relations and media campaign to announce the reopening the Portrait Gallery
- The Prints/Drawings and Photographs Departments will present approximately six Open House programs to introduce the collections to researchers, visitors, and potential donors

Strengthen the high caliber of Smithsonian scholarship in support of public programs (2 FTEs and \$382,000)

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

Develop and bring first-class educational resources to the nation (7 FTEs and \$664,000)

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

Improve the stewardship of the national collections (11 FTEs and \$890,000)

- To ensure adherence to current museum practices, complete an inventory to track the collection and update 600 object records
- Acquire portraits of significant Americans when available—particularly from underrepresented populations—to diversify the collection

- Conduct a condition survey on each object being moved back into the museum, upgrade all hanging apparatus, photograph over 400 objects for the NPG photographic archive, and move approximately 700 objects in the permanent collection back into the POB
- Complete conservation of 200 objects to be restored, matted, and framed for public view in the POB
- In order to maintain a state-of-the-art and up-to-date Collections Information System, implement one upgrade and add 2,200 records and images that include NPG and Catalog of American Portraits objects

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (13 FTEs and \$1,393,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (2 FTEs and \$1,174,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$4,305,000 and 1 FTE. Included is an increase of \$135,000 for necessary pay for existing staff. The Institution is seeking a permanent programmatic increase of \$126,000 and 1 FTE and one-time programmatic increase of \$4,044,000 in no-year funds to support the reopening of the Patent Office Building (POB) in July of 2006, and to implement and maintain programs/activities that will draw two million visitors per year to our museum. Everything that is required to open a new museum will be needed to reopen this building. Funding is requested to decorate and furnish the interior; exhibitions will need to be installed; and collection objects will need to be conserved and prepared for display. NPG does not have sufficient staff to accomplish this and will need funding for supplies and materials, and to contract for conservation, design, and installation. The program increases are as follows:

- (+ \$700,000) This one-time increase is to implement interactive visitor programs. Funds will be used to purchase display equipment, hardware, software, programming, contractor services, and system training to assure the successful reopening of the renovated POB.
- (+ 126,000 and 1 FTE) This permanent increase is for salary and benefits to support an IT manager and additional IT contract support for information technology for the interactive visitor programs in the renovated POB.
- (+ \$300,000) This one-time increase partially covers the cost of supplies and equipment need to move objects back to POB. Examples include mounts and brackets, graphics and signage, lighting, etc.
- (+ \$150,000) This one-time increase partially covers conservation and preparation of collection objects for display, and additional conservation contract services.
- (+ \$2,600,000) This one-time increase partially covers the cost of contracting for installing the galleries—exhibition specialists and cabinet makers, design services, and fabrication.
- (+ \$294,000) This one-time increase partially covers the cost of completing and fitting-out shared public spaces in the POB. Examples include lighting and seating in lobbies, items for the auditorium, and exterior lighting, rigging, and signage.

The one-time increases are requested as no-year funding in order to provide the most effective and efficient means of phasing projects and tasks with renovation progress. It is critical that timing issues during the last months of the renovation do not jeopardize NPG's ability to obligate funds wisely.

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

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

SMITHSONIAN AMERICAN ART MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	97	7,644	4	1,047	13	6,159	0	0
FY 2005 ESTIMATE	97	7,668	4	1,060	19	13,009	0	0
FY 2006 ESTIMATE	97	12,881	4	722	19	13,783	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first class exhibitions and other public programs	22	1,700	22	6,044	0	4,344
Expand a national outreach effort	3	290	3	297	0	7
Develop and bring first-class educational resources to the nation	24	1,930	24	1,984	0	54
Improve the stewardship of the national collections	29	2,290	29	2,355	0	65
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	9	644	9	664	0	20
Modernize the Institution's information technology systems and infrastructure	5	425	5	1,137	0	712
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	389	5	400	0	11
Total	97	7,668	97	12,881	0	5,213

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes a one-time program increase of \$5,213,000. This amount includes \$4,294,000 one-time costs for the reinstallation and reopening of the POB, \$700,000 one-time cost for state-of-the-art information technology for SAAM's interactive visitor programs, and \$219,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

In addition, the Museum continues to present exhibitions, rotations of its permanent collection, and public programs at the Renwick Gallery. Since closing in 2000 for renovation, the Museum has also circulated throughout the U.S. two series of exhibitions of some of its finest art works in order to continue linking Americans to their heritage. As these exhibitions close, they

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first class exhibitions and other public programs (22 FTEs and \$6,044,000)

- Complete the renovation of the historic Patent Office Building (POB) in partnership with NPG, and reopen to the public after a six-year closing
 - Permanent collection safely reinstalled, with approximately 8% of 40,000 objects on view in the Luce Foundation Center and in galleries
 - Present four opening exhibitions and related programs that draw increased number of visitors (25% increase over same period in FY 1999)
 - Install Luce Foundation Center with 60+ museum cases, 100 featured objects augmented by video and audio clips, and completed programming and content production for interpretive computer kiosks
 - Install Visible Conservation Center—see details under “stewardship of the national collections” below

- Successfully plan and produce Renwick exhibitions (e.g., *Art Deco to Now: American Silver, 1925-2000*) and programs

Expand a national outreach effort (3 FTEs and \$297,000)

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

Develop and bring first-class educational resources to the nation (24 FTEs and \$1,984,000)

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

Improve the stewardship of the national collections (29 FTEs and \$2,355,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (9 FTEs and \$664,000)

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

Modernize the Institution's information technology systems and infrastructure (5 FTEs and \$1,137,000)

- Provide SAAM staff with the IT tools and support necessary to do their jobs
 - Work collaboratively across the Smithsonian to improve automated management systems
 - Create and maintain the web platform necessary for electronic outreach (exhibitions, education, general museum and collections information)
 - Provide infrastructure to support the use of technology for innovative presentations in the POB

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$400,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$5,213,000. Included is an increase of \$219,000 for necessary pay for existing staff. The Institution is seeking one-time programmatic increase of \$4,994,000 in no-year funds to prepare the renovated POB for its reopening July 2006, and to implement programs/activities that will draw two million visitors per year to POB. The increases are as follows:

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

The one-time increases are requested as no-year funding in order to provide the most effective and efficient means of phasing projects and tasks with renovation progress. It is critical that timing issues during the last months of the renovation do not jeopardize SAAM's ability to obligate funds wisely.

The Museum has an aggressive fundraising plan to raise private funds to complement its federal funding to ensure sufficient resources to reopen the Museum. Therefore, the FY 2006 requested amount is the barest minimum required to reopen the museum by July 2006. If this request is not

allowed, SAAM will not be able to reopen its museum in the POB in a way that will draw more visitors, reach out to a wide national audience, or provide the safest, most efficient, and most accessible home for its national collection.

By the scheduled reopening date, SAAM will have been closed for six and a half years, an incredibly long period for a public institution. In the meanwhile, SAAM has worked to maintain a national presence by circulating exhibitions, maintaining an award-winning website, and presenting some of its collection at the Renwick Gallery, all with the promise of reopening in 2006 in expanded galleries with dynamic programs that take advantage of new facilities. If funding is not provided to prepare the renovated galleries in POB for the permanent collection objects to be displayed, and move those objects to POB, then those efforts will be for naught. More importantly, it will blur the significance of a \$216 million renovation of one of Washington's finest landmark buildings, and showcase for America's art and artists. Likewise, it will destroy the goodwill of SAAM's major donors who funded POB enhancements with the understanding that their generosity would bring American art to many more, and in new and exciting ways.

NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ACTUAL	174	21,233	33	3,856	15	6,457	10	3,351
FY 2005 ESTIMATE	184	16,491	33	3,488	13	3,949	10	3,987
FY 2006 ESTIMATE	184	17,045	33	3,488	13	3,949	10	3,987

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	53	4,892	53	5,467	0	575
Expand a national outreach effort	12	977	12	1,439	0	462
Improve the stewardship of the national collections	53	4,083	53	3,600	0	-483
Deliver highest quality visitor services	7	619	7	619	0	0
Strengthened Scientific Research:						
Strengthen capacity in science research	2	306	4	523	2	217
Conduct focused scientific research programs that are recognized nationally and internationally	6	652	4	435	-2	-217
Develop the intellectual component of the collections by performing collections-based studies	23	2,450	23	2,450	0	0
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	19	1,671	19	1,671	0	0
Modernize the Institution's information technology (IT) systems and infrastructure	9	841	9	841	0	0
Total	184	16,491	184	17,045	0	554

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to preserve and display aeronautical and space-flight equipment and data of

historical significance to the progress of aviation and space flight, develop educational materials and conduct programs to increase the public's understanding of the development of aviation and space flight, and conduct and disseminate new research in the study of aviation and space flight and related technologies.

In FY 2006, the National Air and Space Museum will be fully operational as one museum with multiple locations: the flagship building on the National Mall, the Udvar-Hazy Center, and the Garber facility. The National Air and Space Museum provides access to the nation's aviation and space history to 9–10 million on-site visitors per year on the Mall and over 140,000,000 virtual visitors through our broadcast and webcast educational programming. Between 2.5 and 3.5 million visitors are expected to visit the Udvar-Hazy Center per year.

For FY 2006, the estimate includes a program increase of \$145,000 for exhibit maintenance at the National Mall location, and an increase of \$409,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

Visitor Services – In FY 2006, NASM will expand its integrated website and on-site visitor information feature for the Udvar-Hazy Center. This feature will allow visitors to plan their visit on the Web, and to customize and extend their Museum experience—from pre-visit planning, to on-site Museum tours, to post-visit learning. Work with regional tourism organizations continues to expand, with NASM providing a major anchor to regional programs. Visitor Services programs will also be expanded at the flagship building and at the Udvar-Hazy Center. As the first museum to offer an expanded visitor services program within the Smithsonian Institution system, NASM offers an integrated visitor information/venue ticketing opportunity for visitors by

providing time-ticketing for selected venues. This Visitor Services model has been adopted by other Smithsonian Institution museums. In addition, the bus system supported by the Commonwealth of Virginia will be in its second year of providing transportation between the locations. During peak seasons, the bus service operates at near-maximum capacity. To notify visitors of the latest information on traffic and parking, NASM has installed an AM information radio station, 1660 WKWH.

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

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

According to audience assessments, the number one element audiences would like to see at the Udvar-Hazy Center is interactive exhibits based on NASM’s collections. These include experiments from the Mall

Museum's *How Things Fly* gallery. During FY 2004 and the Mars missions, visitors to the National Mall and Udvar-Hazy Center had an opportunity to "drive" a rover model. In the future, other interactive exhibits may include a Space Shuttle Training simulator and Mission Control simulator, an interactive Spacelab module, or an aircraft training simulator. During FY 2004, 1,500 attended the first annual John Glenn Lecture at the Udvar-Hazy Center, with Senator Glenn the first speaker. The final element of public programming is self-guided tours, providing specialized content to meet different audience needs. The first test guides are planned for FY 2005 and will be expanded in FY 2006.

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

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

Management – To achieve Enhanced Management Excellence, NASM has developed a single infrastructure to support the flagship building and the Udvar-Hazy Center. NASM utilizes contractors for facilities management, information technology maintenance, security, shuttle bus service, and parking operations at the Udvar-Hazy Center. Outsourcing these activities is the most efficient method to operate a remote site that cannot draw on central Smithsonian support services.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (53 FTEs and \$5,467,000)

- Open the *Air Transportation* gallery in the Fall of 2005
- Continue to work on the *Living and Working in Space* and the *Exploring the Planets* galleries

Expand a national outreach effort (12 FTEs and \$1,439,000)

- Continue to enhance the current website adding additional educational and information content
- Develop a strong electronic distance-learning outreach program through regularly broadcasted programming and webcasting

Improve the stewardship of the national collections (53 FTEs and \$3,600,000)

- Continue to prepare and install artifacts at the Udvar-Hazy Center

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

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

Strengthened Scientific Research

Strengthen capacity in science research (4 FTEs and \$523,000)

Theme: The Formation and Evolution of Earth and Other Planets

- Use funding obtained from competitively reviewed grants from external sources to support 3-5 researchers who will utilize data from recent successful spacecraft missions to interpret the history of environmental conditions on Mars, including the processes that have modified the surface
- Develop radar instruments and techniques for probing the surface of Mars in search of ground ice and water on future missions

Conduct focused scientific research programs that are recognized nationally and internationally (4 FTEs and \$435,000)

- Increase emphasis on understanding the history of water on Mars by analyzing ancient channels and modified landscapes as seen in Mars Odyssey and Mars Global Surveyor spacecraft data
- Continue scientific roles in supporting on going spacecraft missions to Mars and Mercury
- Organize international workshops on focused research topics related to the geologic history of Mars

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

- Continue the restoration and preservation of the Apollo Saturn V launch vehicle at NASA's Lyndon B. Johnson Space Center

- Focus efforts on collections related to air transportation and the history of commercial aviation in America
- Provide leadership among science/technology and aerospace museums by working through the Mutual Concerns of Air and Space Museums Conference

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (19 FTEs and \$1,671,000)

- Maintain an excellent working relationship with NASM stakeholders including federal, state, local, and business constituencies by providing briefings at least annually

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

- Provide state-of-the-art information technology support to all NASM locations

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net increase of \$554,000, including an increase of \$409,000 for necessary pay for existing staff. NASM is seeking a program increase to improve exhibits maintenance as follows:

- (+ \$145,000) Three galleries – *Looking at Earth*, *Exploring the Planets* and *Explore the Universe* – require upgrade and maintenance to keep pace with the number of new missions and to stay current with the latest discoveries.
 - *Looking at Earth* – state of the art electronic flat screen televisions featured in the “What’s New” section require annual replacement
 - *Exploring the Planets* – NASA plans to fly two new spacecraft to Mars every other year while launching many more to Jupiter, Saturn, and a series of comets and asteroids. The gallery will feature a rotating display of models of these spacecraft
 - *Explore the Universe* – features a web-based exhibit platform pioneered at NASM that provides critical electronic outreach and electronic interactivity in the gallery and on the internet.

If the FY 2006 request is not allowed, science exhibits at the National Air and Space Museum will deteriorate and become increasingly out-of-date as new spacecraft are launched. Without these funds, the Institution loses its credibility and its ability to serve as both a museum and center of educational excellence.

NATIONAL MUSEUM OF NATURAL HISTORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	435	42,654	9	2,193	26	18,631	17	5,448
FY 2005 ESTIMATE	436	42,490	9	2,163	30	8,798	19	10,056
FY 2006 ESTIMATE	439	46,020	9	2,201	30	8,974	19	10,257

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	50	4,977	52	5,405	2	428
Expand a national outreach effort	58	5,166	58	5,299	0	133
Improve the stewardship of the national collections	158	15,090	159	17,530	1	2,440
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	144	14,528	144	14,928	0	400
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	10	1,088	10	1,116	0	28
Modernize the Institution's information technology (IT) systems and infrastructure	12	1,227	12	1,317	0	90
Execute an aggressive, long-range Smithsonian facilities program	2	199	2	204	0	5
Ensure safety and protection of facilities, national collections, staff, visitors, and volunteers	2	215	2	221	0	6
Total	436	42,490	439	46,020	3	3,530

BACKGROUND AND CONTEXT

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

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

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

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

The FY 2006 budget estimate includes a program increase of 3 FTEs and \$1,410,000 to support development of the research and collections information system and maintenance of highly visited exhibits. The estimate also includes \$1,000,000 restoration for the mandated Repatriation Program that is justified in the Mandatory section of this budget. The budget request also includes an increase of \$1,120,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to replace outdated exhibits with a stimulating program of integrated, multidisciplinary, and interactive exhibitions on the Mall and in other venues

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

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

The Museum's collections serve as the foundation of NMNH research. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations while also supporting their use for critical ongoing research. In FY 2006, NMNH efforts will continue to ensure that this invaluable and unique asset is made available to researchers, policymakers, and the public efficiently and effectively by making at least 500,000 records of paleobiological, entomological, and zoological specimens, as well as anthropological objects and associated data, universally available on the web; completing digitization of the Museum's collection of type specimens for plant species and beginning digitization of other selected plant collections; completing incorporation of the S. L. Wood collection, a unique collection of bark beetles with over 125,000 specimens; and updating an inventory of DNA collections, including implementation of a pilot project for DNA barcoding.

To meet the goal of Strengthened Scientific Research in FY 2006, NMNH will build upon its updated strategic plan, linked to the Smithsonian Science Plan, and focus on initiatives related to new insights in geology, paleobiology, systematics, evolutionary biology, ecology and their relationship to biodiversity, and anthropology. Research at the Museum will

be underpinned by the development of vibrant informatics tools that add value to science and policymakers by tying research findings to documentation of the Museum's unique collections. Publications will have a more integrated quality, bringing insights from all viewpoints of the Museum on pressing national and international topics.

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (52 FTEs and \$5,405,000)

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

- Open 4 *Science in the News* cases, including one in collaboration with Carnegie Institution and NASA featuring research results in Astrobiology

Expand a national outreach effort (58 FTEs and \$5,299,000)

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

Improve the stewardship of the national collections (159 FTEs and \$17,530,000)

- Complete removal of more than 2,000 objects from four existing Anthropology exhibits at NMNH, complete inventory of this material, and provide conservation treatment for at least 20% of the items prior to returning them to storage in preparation for the new Oceans Hall
- Make at least 500,000 records of paleobiological, entomological, zoological, and anthropological specimens and objects and associated data universally available on the Web
- Complete image digitization of collection of type specimens for plant species (which represents 95,000 type specimens) and begin image digitization of other selected plant collections. This project has reduced the lending of type specimens by 80%, helping to preserve these irreplaceable specimens from stress and over-handling while increasing their visual accessibility
- Continue digitization of primary type collection for insects and make them available on the web to facilitate research on insects worldwide
- Complete incorporation into the National Collections of the S.L. Wood Collection, a unique collection of bark beetles with over 125,000 specimens with particular strength in the Western Hemisphere, and the Ullrich Collection, a unique collection of true

- bugs (with over 125,000 specimens) with particular strength in the Eurasian, Southeast Asian, and Egyptian species
- Update and expand database records for 50% of the holdings in the National Mineral Collection
- Update inventory of DNA collections, initiate pilot project for DNA barcoding, and assess results from samples that were preserved using different methods to recommend best practices for future preservation and recovery of DNA
- Initiate migration of records from the in-house Transaction Management system into the KE Electronic Museum (EMu), a commercial application software for multi-media. Transaction Management records document ownership and custody of NMNH's collections as well as objects and collections on loan
- Purchase and install new collection servers to increase data storage capacity and enhance processing speed

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (144 FTEs and \$14,928,000)

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

Theme: The Formation and Evolution of Earth and Other Planets

- Complete long-term studies of the explosive volcanism and structure of the Kilauea volcano, Hawaii
- Conduct research on asteroid differentiation and geochemical consequences for carbon, and alteration in Martian meteorites
- Study the history of coral reefs in the Caribbean and New Guinea to determine the vulnerability of these ecosystems to climate change
- Using a multi-year collaborative grant from the National Science Foundation (NSF), continue testing and modeling of the consequences of global greenhouse warming 55 million years ago

Theme: Discovering and Understanding Life's Diversity

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

- Continue studies of deep-sea invertebrates from the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to a diverse but still largely unknown community of animals. This research is done in collaboration with NOAA and with Texas A&M University at Corpus Christi
- Continue molecular-phylogenetic and population-genetic studies of and develop checklists for identification and inventories for various plant families, with emphasis on plants occurring in the Pacific, northern South America, the Caribbean, Southeast Asia, and specific marine environments
- Continue development of electronic field guides based on digital imaging of type specimens and other plant collections in the US National Herbarium

Theme: Understanding Human Diversity and Cultural Change

- Initiate a collaboration with NSF and National Endowment for the Humanities to preserve and make accessible archival materials on endangered languages in support of an interagency effort in Endangered Languages Program
- Organize scientific conferences on “Early European People of the Chesapeake” and “Underwater Archeology and Movements of Early Human Populations”
- Complete manuscript submissions for *Handbook of North American Indians* volume, “Origins, Environment, and Populations”
- Publish two new volumes on ethnographic landscapes in the arctic and Maritime Archaic Archeology for the Arctic Studies Center's Contributions to Circumpolar Archaeology series
- Continue ongoing collaborative fieldwork by staff from the Anthropology and Botany departments studying the cultural survival of the reindeer herders of northern Mongolia in relation to climate and pasture changes as they relate to the survival of the reindeer herds
- Publish a volume exploring North Atlantic connections in the early peopling of the Americas
-

Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (10 FTEs and \$1,116,000)

- Train 100% of staff responsible for financial, budget, procurement, and human resources transactions to implement the new Enterprise Resource Planning system (ERP) as it is deployed
- Implement actions to respond to internal findings as a result of the year-long, in depth, self-study and preparation conducted for 2005

American Association of Museums (AAM) national re-accreditation of the Museum

- Recruit, hire and train staff to perform core administrative functions
- Implement the NMNH strategic plan and annual performance activities and ensure that these efforts are linked to the Smithsonian Science strategic plan

Modernize the Institution's information technology (IT) systems and infrastructure (12 FTEs and \$1,317,000)

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

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

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

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (2 FTEs and \$221,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a programmatic increase of 3 FTEs and \$1,410,000 to support critically required development of the research and collections information system and maintenance of highly visited exhibits. The estimate also includes \$1,000,000 restoration for the mandated Repatriation Program. Justification for this increase is included in the Mandatory section of this budget. The budget estimate also includes an increase of \$1,120,000 for necessary pay for existing staff. The requested program increases are as follows:

- (\$1,052,000 and 1 FTE) This increase will support equipment purchases and contracts that continue the development of NMNH's Research and Collections Information System (RCIS). The Museum, with the largest collections in the world and unparalleled strength in collections-based

research, is uniquely positioned to advance science by functioning as a “repository and provider of information” as envisioned in the Science Commission report. The Science Commission recommended that “The Institution should move more aggressively to make use of digitization and Internet technology to expand the reach of Smithsonian science and to make Smithsonian collections more available to scientists and the public.” New computer hardware will upgrade the speed of information retrieval, a critical need for ensuring quick and easy access by the public as well as efficiency of staff time, and will accommodate the increased storage needs of the additional 1,125,000 records that will result from the Museum’s digitization projects. Contracts for data capture, data enhancement, public access, and associated system support will be let. Work will focus on digitization and enhancement of biological type collections, specimen catalog records, and records that document ownership and custody of the NMNH’s collections.

- (+ \$58,000) This requested increase provides funds for maintaining and upgrading software site licenses for the Smithsonian's Geographic Information Systems (GIS). Currently over 500 investigators across the Institution conduct analyses of geospatial and remote sensing data using GIS software. This funding will allow us to manage the distribution of the necessary software licenses through the Natural History Museum, thus significantly reducing the cost of purchasing such licenses individually. Funding will also support training of selected staff who, in turn, can train other SI staff in specific software applications. Lastly, this increase will allow for the purchase of a limited number of geospatial and data sets and imagery as needed for scientific research that can be shared with members of the Smithsonian scientific community.
- (+ \$300,000 and 2 FTEs) This request will support increased maintenance associated with exhibitions utilizing new technologies. New exhibitions and public programming have rejuvenated the Museum’s exhibits and attracted record-setting crowds. The design and learning style that make these new resources attractive also dramatically increase their operational costs. Computer technology creates a more interactive and dynamic exhibit experience but requires frequent maintenance and upgrades. Increased funding will ensure that our audio visual equipment is operating at levels acceptable to our public audience and that the significant investment we are making in upgrading our exhibits is not undermined by operational shortfalls that affect the exhibit’s quality and appearance. The 2 FTEs and funds for supplies are required to meet the increased operational responsibilities associated with new innovative exhibition styles and will improve the operational time from 82 percent to 90 percent for Audio/Visual equipment within the exhibits.

If the FY 2006 request is not allowed, NMNH will continue to fall behind in its mandated responsibility to care for and make readily available our unique national collections to researchers and a wide range of other users. This in turn will affect the Museum's ability to achieve the objective of providing the public with enhanced access to our collections in a more timely way and to ensure that the collections entrusted to NMNH are cared for in an effective and responsible manner. Further, without these increases, visitors to the Museum will find on a more frequent basis that exhibits with computer-generated interactive features that are not operating because the maintenance required to keep these exhibits operating properly is not available. Finally, without restoration of the one-time decrease for the Repatriation program, NMNH will not be able to meet its legislative mandate to determine the disposition of culturally affiliated remains and objects, and will fall further behind in researching and making determinations regarding requests from Native American and Native Hawaiian people.

NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	196	16,601	2	560	24	5,764	5	600
FY 2005 ESTIMATE	201	17,824	2	505	24	5,456	5	600
FY 2006 ESTIMATE	210	20,453	2	486	24	2,625	5	600

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	103	8,536	107	9,739	4	1,203
Expand national outreach	5	363	2	247	-3	-116
and improve the stewardship of the national collections	47	4,601	52	5,789	5	1,188
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	28	2001	29	2,033	1	32
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	18	2,323	20	2,645	2	322
Total	201	17,824	210	20,453	9	2,629

BACKGROUND AND CONTEXT

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

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

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

To meet the goal of Strengthened Scientific Research, NZP will continue to develop strategic partnerships, integrate science planning to improve science outreach and scientific excellence in veterinary medicine, reproductive sciences, and conservation biology. Under the new Smithsonian Strategic Science Plan, the Zoo will pursue focused research on Life's Diversity, including partnership-based and multidisciplinary studies of extinction-prone species and their habitats. To achieve the goal of Enhanced Management Excellence, the Zoo will improve human resources and administration management by increasing opportunities for supervisory training; encouraging staff growth and improved organization through implementation of the NZP 2004 Strategic Plan; and carefully tracking progress using performance metrics.

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

For FY 2006, the estimate includes a program increase of 9 FTEs and \$2,629,000 to improve animal health management infrastructure; to support system implementation and administration of the Zoological Information

Management System (ZIMS); to maintain and upgrade exhibit facilities; and an increase of \$317,000 for necessary pay for existing staff funded under this line-item.

MEANS AND STRATEGY

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

Animal exhibits will continue to be improved using the strategy of customizing or tailoring exhibit spaces that reflect the specific needs of the animal species, particularly their overall welfare and behavioral needs. Behavioral biology, natural history, and personal history of animal species will be incorporated to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment; support behavioral, nutritional, or reproductive studies; and provide zoo visitors with an inspiring and educational experience. Staff continues to update and improve the Zoo's popular website, rated by web visitors as excellent in amount and quality of information and design. In the first seven months of 2004 alone, visitor sessions totaled 5.7 million.

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

To achieve the goal of Strengthened Scientific Research, NZP will continue to devote resources to addressing significant scientific and conservation issues dealing with key species and critical habitats through studies of animals in the field and in captive environments. Guided by the new SI Science Strategic Plan and the NZP Strategic Plan, NZP will continue

the planning process to enhance the integration of science and education with exhibits, the animal collection, education programs, and facilities. For example, scientific, curatorial and veterinary staff are working together to study the veterinary medicine, reproductive patterns, behavior, habitat use, interaction with people, and population of a number of different endangered species—such as the Asian elephant—in captivity and the wild. Studies such as these are applied to improve the management of populations of endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. NZP will continue to distribute this research to a wide range of scholars, university researchers, and field biologists, and to participate in exhibit planning, educational programs, and media opportunities. NZP will continue to invite research participation and collaboration by students and outside colleagues, to seek opportunities to increase capacity for scientific research and associated overhead costs, and to provide opportunities in professional development. Such training contributes to placing the Smithsonian Institution at the center of international scientific advancement. Publication of the textbook “Primer on Conservation Genetics” by a NZP scientist in 2004 provides an example of how individual research results flow into synthetic reviews, which provide the basis for the next generation of training.

To achieve the goal of Enhanced Management Excellence, NZP will move toward a customer-centered and results-oriented management style. NZP will aggressively execute its strategic plan and long-range renewal plan and continue its modernization and improvement programs in the areas of animal nutrition, including food distribution, pest management, records management, and information technology. Infrastructure support to the animal exhibits remains an around-the-clock operation to ensure the safety and well-being of the collection, visitors, facilities, and staff. NZP supervisors will receive increased opportunities for training, and will be encouraged to work together in carrying out the improvements outlined in NZP’s 2004 NAS Action Plan, in response to the interim report from the NAS, as they did in 2003 in carrying out the 2003 AZA accreditation Action Plan. NZP will continue to work closely with the United States Department of Agriculture (USDA) and relevant District of Columbia agencies to ensure animal and human health and safety.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

***Offer compelling, first-class exhibitions and other public programs
(107 FTEs and \$9,739,000)***

- Provide oversight and review of the two key facilities revitalization projects: Construction of a new elephant facility and completion of

the first phase of Asia Trail to provide modern housing for sloth bears and other Asian animals

- Improve signage and increase custodial services throughout the Park to improve the visitor experience, reducing visitor complaints
- Upgrade and increase the Zoo's popular animal webcams based on web visitor surveys to improve service. Web cams will be added where visitors show the most interest based on the surveys
- Increase the animal collection by 8-10 % with an aggressive breeding program and acquisitions from outside sources for new species not currently in the collection, built upon a collection plan that integrates the Zoo's science and education goals with exhibition and facility planning
- Develop a business plan to assess the feasibility of opening portions of the Front Royal facility to the public on some regular basis
- Incorporate at least 2 videos and one live web cam feed from the field into public exhibitions and the public website
www.nationalzoo.si.edu

Expand National Outreach (2 FTEs and \$247,000)

- Re-establish curatorial internships and increase fellowship appointments by at least one position
- Coordinate all education programs offered by NZP and FONZ to families, children, school groups and teachers to ensure they are science-based and reach new audiences, particularly focused on the District of Columbia and other local school districts

Improve the stewardship of the national collections (52 FTEs and \$5,789,000)

- Complete preparation of existing animal data for conversion to and implement new Zoological Information System
- Provide monthly preventative medical exams for at least 90% of animals at both Rock Creek Zoo and Front Royal Conservation Research Center
- File and retain 100% of animal care records in accordance with standards implemented in July 2004
- Meet the nutritional needs of the collection through careful monitoring of diets and improved quality control of daily feedings
- Update and maintain animal diet database (add 10% to the database each month) in accordance with NAS standards
- Follow the commissary centralization schedule 100% to complete the identified checkpoints each month
- Complete 100% of the Improved Pest Management work orders each month

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (29 FTEs and \$2,033,000)

Theme: Discovering and Understanding Life's Diversity

- Expand strategic partnership in science by increasing NZP involvement with university education such as that implemented with George Mason University in FY 2004
- Work with federal agencies, universities, and non-government organizations, including the AZA, to provide professional training in ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, reproductive biology, conservation genetics, and wildlife management. Provide training to diverse audiences including government agency and non-government agency staff in the USA and internationally, as well as undergraduate students, graduate students, postdoctoral fellows and veterinary residents, and conservation field workers (e.g. staff in parks)
- Serve as expert technical advisors to recovery programs for threatened species such as California condor, black-footed ferret, desert tortoise, Mexican wolf, and Pacific island birds
- Provide leadership in furthering the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management
- Increase the percentage of research focused on extinction-prone species and their habitats
- Share research results with the global scientific community by publishing over 100 peer-reviewed technical publications annually
- Train at least 10 post-doctoral fellows and 30 graduate students in reproductive sciences and conservation biology annually
- Establish a Smithsonian pan-institutional Center for Conservation Biology, and collaborate with partners in the National Ecological Observatory Network (NEON) to establish a Mid-Atlantic Regional Ecological Observatory (MAREO) funded by the National Science Foundation
- Increase integration of zoo and field based research to improve our overall impact on conservation and education
- Continue to integrate science at NZP with the animal collection, exhibits, and education, especially through the planning and implementation of Asia Trail. Asia Trail serves as a model for science integration, as evidenced through visitor surveys
- Continue in situ and ex situ research on surveillance of wildlife health, wildlife disease, emerging infectious diseases, and the interface between wildlife, domestic animals, and human health.

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (20 FTEs and \$2,645,000)

- Assess and enhance the skills of staff, supervisors, and managers to increase their effectiveness
- Aggressively implement the NZP Strategic Plan in concert with the overall SI plan and Science Plan by meeting 100% of monthly checkpoints
- Provide oversight and review of NZP facilities efforts as the new Master Plan is implemented

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net increase of 9 FTEs and \$2,629,000. Included is an increase of \$317,000 for necessary pay for existing staff that is justified in the Non-discretionary Costs section of this budget. The program increase of 9 FTEs and \$2,312,000 provides resources to improve animal health management infrastructure, support system implementation and administration of the Zoological Information Management System (ZIMS), and maintain and upgrade exhibit facilities. The requested increases are as follows:

- (+ \$903,000, + 3 FTEs) This increase is requested to enhance animal welfare and staff safety. Funding will be used to hire a Senior Animal Keeper and two wage level Animal Keepers for the Lion and Tiger House and the Elephant House (\$209,000). The AFGE local union expressed concern regarding staff safety in high risk locations, and NZP must comply with new standards requiring handling of elephants from a distance, as well as use of certain restraints. Funding is requested to purchase supplies and materials to handle the animals and provide for keeper safety, including restraints, and improve communications between keepers stationed in different buildings (\$512,000). Funding is also requested to support the daily operations of the National Zoo, including office support, trash containers to reduce pests, and basic supplies and equipment, such as trailers to move large animals (\$182,000).
- (+ \$1,188,000, + 5 FTEs) This increase is requested to centralize commissary operations and address animal food, health, and safety requirements. Centralizing the commissary is critically important for monitoring and maintaining proper nutritional requirements for the Zoo's 2,700 animals which represent 435 different species. To comply with NAS' recommendation, the budget request includes \$338,000 for an additional 5 FTEs to prepare and deliver the daily food requirements for the animals. The FTEs include: a Clinical Nutritionist; an Administrative Assistant; a Nutrition Lab Technician; a Dietary Technician; and a Commissary Foremen. In support of centralized commissary operations,

an additional \$150,000 is also requested to purchase meat grinders, refrigerators/freezers, weighing and measuring implements, and storage containers. An additional \$700,000 is requested to fund animal food for a growing collection (\$550,000), to provide for zoonotic program inoculations and testing for staff working with animals (\$80,000), and to provide for animal medicine (\$70,000).

- (+ \$50,000) Current base funding levels are not sufficient to maintain and upgrade exhibit facilities to meet mandated national standards and to address recommendations made in the Science Commission Report. This increase is needed to provide for scheduled maintenance for exhibits and to purchase materials to refresh exhibits with updated signage, lighting, cases and adaptations for animal safety and enrichment.
- (+ \$171,000, + 1 FTE) This increase is to support the development of a modern Zoological Information Management System (ZIMS). The current system is obsolete and hard to use. ZIMS will provide a global, integrated, real-time, Web-based specimen and collection information system. This request is to purchase hardware and software; train staff; hire a system developer to support system implementation and administration; and for operations and maintenance of ZIMS.

If the FY 2006 request is not allowed, NZP runs the risk of losing future accreditation and receiving citations from USDA. NZP will not be able to provide the recommended level of animal care or comply with new standards for managing dangerous animals. Also, the management of the animals' nutritional requirements will continue to come from disparate sources jeopardizing animal health and contributing to diet drift. The Zoo will be limited in its ability to provide basic preventative health care and proper medication when needed. Without funds for ZIMS implementation, NZP will have to defer the purchase of needed hardware and software; delay the training of staff and the implementation of ZIMS; and ignore the recommendation of the NAS for NZP to implement ZIMS as soon as possible.

SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	124	21,532	94	15,596	19	4,373	278	83,283
FY 2005 ESTIMATE	124	21,601	94	15,485	19	1,584	278	107,192
FY 2006 ESTIMATE	124	22,690	94	15,485	19	1,584	278	107,192

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
Expand a national outreach effort	5	795	5	815	0	20
Strengthened Scientific Research						
Conduct focused scientific research programs that are recognized nationally and internationally	115	20,161	115	21,204	0	1,043
Enhanced management Excellence						
Modernize the Institution's information technology (IT) systems and infrastructure	1	308	1	318	0	10
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	160	1	168	0	8
Recruit, hire and maintain a diverse workforce and promote equal opportunity	2	177	2	185	0	8
Total	124	21,601	124	22,690	0	1,089

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$1,089,000 and no FTEs. Included are increases of \$447,000 for necessary pay for existing staff and \$642,000 for increased rent, both of which are justified in the Non-discretionary Costs section of this budget submission.

MEANS AND STRATEGY

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

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

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

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (5 FTEs and \$815,000)

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

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (115 FTEs and \$21,204,000)

Theme: Origin and Evolution of the Universe

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

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$318,000)

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

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (1 FTE and \$168,000)

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

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

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

Recruit, hire and maintain a diverse workforce and promote equal opportunity (2 FTEs and \$185,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$1,089,000 and no FTEs. Included are an increase of \$447,000 for necessary pay for existing staff and an increase of \$642,000 for increased rent, both of which are justified in the Non-discretionary Costs section of this budget submission.

SMITHSONIAN CENTER FOR MATERIALS RESEARCH AND EDUCATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	29	3,498	0	9	0	15	0	14
FY 2005 ESTIMATE	29	3,510	0	15	0	8	0	5
FY 2006 ESTIMATE	29	3,597	0	15	0	2	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	3	542	3	555	0	13
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	87	1	89	0	2
Improve the stewardship of the national collections	8	799	8	819	0	20
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	17	2,082	17	2,134	0	52
Total	29	3,510	29	3,597	0	87

BACKGROUND AND CONTEXT

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

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

For FY 2006, the estimate includes an increase of \$87,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

To achieve the goal of Strengthened Scientific Research, SCMRE will continue its research into changes in the composition and properties of materials and composites. Through improved understanding of how these materials deteriorate over decades and centuries, and how this deterioration is accelerated by external or environmental factors, especially temperature, humidity, light, and atmosphere, SCMRE researchers will formulate and test effective conservation strategies, techniques, and materials. Studied materials will range from modern synthetics to traditional artists' materials and technologies. The entire life cycles of objects and specimens will be studied, from raw materials transformed by culturally mediated industrial- or craft-based processes, through their performance, use, and eventual degradation and their curation as artifacts. A special research concern will be the preservation of natural history collections, including development of improved fluid storage media and protocols for treatment of various classes of organisms.

The Center will support vigorously the efforts of Smithsonian museums to care for the national collections by providing analytical services and by increasing technical assistance for conservation and curatorial programs. Through continuing communication and interaction with the Smithsonian museum conservators, special training needs and research projects will be identified and research and courses developed to address the most urgent preservation needs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (3 FTEs and \$555,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$89,000)

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

Improve the stewardship of the national collections (8 FTEs and \$819,000)

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized for their relevance, quality, and performance (17 FTEs and \$2,134,000)

Theme: Understanding Human Diversity and Cultural Change

- Maintain three materials research projects on paint, paper, and biomolecules, especially those relevant to human diversity
- Develop and test two new protocols for stabilizing natural history specimens and their DNA
- Test environmental factors that affect collection materials, and test models that will allow prediction of these effects (more than 200 analyses)

- Develop protocols for applying new methodologies to preservation and restoration of objects for aqueous varnish coating systems and for development of imaging and spatial analysis of objects
- Develop two protocols for contamination and biodeterioration issues of objects and buildings

SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	35	3,039	6	442	9	1,242	63	4,000
FY 2005 ESTIMATE	35	3,048	6	452	7	1,015	73	5,000
FY 2006 ESTIMATE	35	3,121	6	472	6	1,045	77	5,500

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	6	0	6	0	0
Develop and bring first-class educational resources to the nation	1	74	1	76	0	2
Strengthened Scientific Research						
Conduct focused scientific research programs that are recognized nationally and internationally	26	2,357	26	2,412	0	55
Enhanced Management Excellence						
Strengthen an Institutional culture that is customer-centered and results-oriented	5	440	5	450	0	10
Modernize the Institution's financial management systems and functions	3	171	3	177	0	6
Total	35	3,048	35	3,121	0	73

BACKGROUND AND CONTEXT

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

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

The Institution is not seeking additional programmatic funding for FY 2006 for this line item. The FY 2006 budget estimate includes an increase of \$73,000 for necessary pay for existing staff.

MEANS AND STRATEGY

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

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

and population and community ecology, and has developed unique long-term and experimental datasets on environmental change. SERC is also a participant in the development of the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in the use of Smithsonian long-term field stations to assess ecological patterns and processes. Over its 39-year history, SERC has built a reputation for world-class research, producing many publications that are rich in data and multi-disciplinary and integrative in analysis.

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

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

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

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

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

Develop and bring first-class educational resources to the nation (1 FTE and \$76,000)

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (26 FTEs and \$2,412,000)

Theme: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts in coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in eight areas (species composition and population dynamics, estuarine water quality, ecosystem alteration and restoration, flow of nutrients, invasive species, atmospheric increase in CO₂, ultraviolet radiation, and bio-complexity of mangrove forest ecosystems)
- Enhance highly successful environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources at approximate level of \$3.0 million per year on land-sea linkages, landscape ecology, invasive species, global change, bio-complexity, community and population ecology, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts in coastal ecosystems and ecological change by publishing 70 articles in peer-reviewed journals and books based on SERC's original environmental research
- Continue to link and coordinate SERC research through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National

Association of Marine Laboratories, and Association of Ecosystem Research Centers), and with governmental agencies such as U.S. Coast Guard, U.S. Fish and Wildlife Service, and NOAA

- Provide advice and counsel to state and national legislatures on environmental issues in SERC's areas of expertise
- Train the next generation of ecologists and environmental scientists and natural resource managers by sustaining SERC's high-quality professional training program, and awarding 40 undergraduate internships, supporting 10 graduate students, and 5 postdoctoral scientists, with emphasis on underrepresented minorities to achieve approximately 25% minority participation
- Manage scientific long-term and spatial data sets on the environment to evaluate ecological change

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (5 FTEs and \$450,000)

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

Modernize the Institution's financial management systems and functions (3 FTEs and \$177,000)

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

SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	242	11,141	14	788	29	5,044	9	1,210
FY 2005 ESTIMATE	242	11,176	14	784	29	5,028	9	1,100
FY 2006 ESTIMATE	244	11,937	14	786	29	5,028	9	1,100

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first class exhibitions and other public programs	7	240	7	245	0	5
Expand a national outreach effort	4	160	4	163	0	3
Strengthened Scientific Research:						
Strengthen capacity in science research	23	1,208	23	1,258	0	50
Conduct focused scientific research programs that are recognized nationally and internationally	93	4,833	95	5,426	2	593
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	96	3,978	96	4,070	0	92
Modernized the Institution's information technology (IT) systems and infrastructure	5	189	5	194	0	5
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	14	568	14	581	0	13
Total	242	11,176	244	11,937	2	761

BACKGROUND AND CONTEXT

The mission of the Smithsonian Tropical Research Institute (STRI) is to discover and understand the past, present, and future of biological diversity in the tropics and its relevance to human welfare. Contributing to the Smithsonian's science strategic goals, STRI scientists conduct and

disseminate long-term and innovative research that explains the origins, maintenance and loss of tropical biodiversity in natural and human-altered ecosystems. STRI serves the international scientific community by maintaining world class facilities for tropical studies, most of these in the Republic of Panama, where it serves as official custodian for the Barro Colorado Nature Monument, continually studied for more than 80 years, and the only mainland tropical reserve under U.S. stewardship. The Institute also provides essential training and experience to students and professionals to strengthen future capacity in tropical research, and carries out public programs offering a first-hand experience of tropical biodiversity and its relevance to humans.

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

For FY 2006, the estimate includes a program increase of 2 FTEs and \$503,000 for operational research requirements and an increase of \$258,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To meet its primary goal of maintaining its leadership in tropical research, STRI provides basic support for its staff scientists to conduct projects that increase our understanding of the diversity of life in the tropics—one of the four Science themes. Complementing other STRI research strengths in canopy biology, tropical forest ecology and plant physiology, the Smithsonian is beginning to develop and lead the field of

tropical forest soils science. With this aim, STRI will build on its existing programmatic strengths by hiring two new scientists with expertise in 1) soil nutrient-plant interactions and 2) soil microbiology. Given the land area encompassed by the tropics and its rapid pace of landscape change, the rate of carbon moving in and out of tropical soils plays an important role in our understanding of global climate change. Thus the research produced by these two scientists and a postdoctoral fellow constitute critical components to build this program and produce new knowledge about what has recently been described by the journal *Science* as ecology's "final frontier."

The goal of Enhanced Management Excellence will be addressed in part by initiating the consolidation of STRI's terrestrial research program at Gamboa, where STRI scientists and visiting researchers have conducted continuous research for the last 80 years. STRI has outgrown the space available at its Tupper facilities, built 15 years ago. The Institution has an opportunity to buy 13 acres in Gamboa from the government of Panama that has allowed for the development of research related facilities adjacent to the Canal. Thirty minutes from STRI's headquarters and adjacent to the Panama Canal and a national park, Gamboa provides an excellent outdoor laboratory for STRI's Plant Physiology Program, as well as studies of plant, insect and amphibian behavior and it houses STRI's dormitory for educational field courses. Details related to the requested purchase of the Gamboa site are provided in the Facilities Capital section of this budget request. The Gamboa site provides an ideal experimental location for STRI's new soils program and will permit consolidation of the terrestrial projects that enrich our knowledge of tropical biodiversity, such as canopy biology, insect and vertebrate studies, reforestation with native species, and ecologically guided drug discovery. It will also serve as an ideal training ground for students and fellows, primarily from North American universities, who come to STRI during various stages of their academic careers.

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first class exhibitions and other public programs (7 FTEs and \$245,000)

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

Expand a national outreach effort (4 FTEs and \$163,000)

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

Strengthened Scientific Research

Strengthen capacity in science research (23 FTEs and \$1,258,000)

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

Conduct focused scientific research programs that are recognized nationally and internationally (95 FTEs and \$5,426,000)

Theme: Discovering and Understanding Life's Diversity

- Strengthen Soils Research Program at STRI by hiring two new scientists to lead research projects that increase understanding of below-the-ground processes in tropical forests to help predict future climate change.
- Conduct studies on animal behavior and environmental monitoring with scientific research computing capabilities such as automated animal tracking methods and Geographic Information Systems (GIS) that reduce time and effort in gathering biological information and enable scientists to answer novel questions.
- Share research results on the origins, maintenance, and loss of tropical biodiversity with the scientific community worldwide by publishing at least 100 scientific papers in peer-reviewed journals.
- Facilitate tropical research for at least 600 visiting scientists and students working in STRI facilities, including projects funded by National Science Foundation and National Institutes of Health, to increase our understanding on the distribution, interactions, and evolution of tropical organisms and their relevance to human health and global climate change.
- Offer scientists the opportunity to test research hypotheses by incorporating focused surveys of forest vertebrates, insects, and microbes to the network of long-term forests dynamics plots in 14 countries throughout Africa, Asia and Latin America.
- Within the SI Marine Science Network, strengthen collaborative projects on marine environments, such as coral reefs and mangroves in the tropical eastern Pacific and Caribbean, to better understand their diversity, threats, and conservation opportunities.
- Build inter-unit collaboration through joint appointments (staff, collaborators, and post doctoral fellows).

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results oriented (96 FTEs and \$4,070,000)

- Increase internal customer satisfaction (STRI staff and visitors) with administrative support resulting from the adoption of ERP system for financial, budget, procurement, and human resources management.
- Improve financial management by providing all internal clients with accurate and timely transaction records and reports.
- Evaluate STRI performance appraisal system for its effectiveness to reinforce strategic vision and goals.

- Evaluate STRI Strategic Plan 2002-2007 and start formulation of the next plan (2008 - 2011).

Modernize the Institution's information technology (IT) systems and infrastructure (5 FTEs and \$194,000)

- Strengthen STRI scientific capability to analyze tropical biodiversity information by implementing new technologies for automated animal tracking and environmental monitoring, including GIS.
- Increase information sharing within the institution by improved connectivity between STRI facilities through the LAN system.
- Increase efficiency of administrative procedures by promoting time-saving and error-reducing practices such as online transactions via the STRI Intranet.

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (14 FTEs and \$581,000)

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

FY 2006 REQUEST-EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$761,000 and 2 FTEs. Included is an increase of \$258,000 for necessary pay for existing staff. STRI is also seeking a program increase to build upon its research strengths in plant physiology and soils hydrology with a tropical soils science program that will provide essential missing knowledge for understanding this future climate change. This program will substantially improve our ability to understand the carbon budgets of tropical forests, permitting greatly improved predictions of the fluctuations in carbon source-sink relations.

- (+503,000, +2 FTEs) The requested increase will permit the hiring of 2 staff scientists (1 GS-13, 1 GS-14) who are leaders in tropical soils science, the recruitment of one postdoctoral fellow, and provide funds for their field and laboratory needs, including maintenance contracts for equipment.

If the FY 2006 request is not allowed, the Smithsonian will lose the opportunity to continue its leadership in investigating carbon flux across tropical landscapes. This will hinder the scientific understanding of how increased carbon dioxide concentration in the atmosphere affects plant competition in tropical forests; and whether forest soils are carbon sources or sinks. Additionally, STRI will lack the scientific knowledge required to provide sound advice to policymakers for drafting legislation and policies that adjust economies in response to global changes.

OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	89	9,278	50	4,461	8	2,982	5	1,123
FY 2005 ESTIMATE	90	10,106	46	5,516	16	3,864	7	2,101
FY 2006 ESTIMATE	90	11,097	46	5,516	16	3,264	7	2,140

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	51	5,153	52	5,369	1	216
Develop and bring first-class educational resources to the nation	26	2,351	25	2,302	-1	-49
Strengthened Scientific Research:						
Strengthen capacity in science research	1	1,675	1	2,475	0	800
Develop the intellectual component of the collections by performing collections-based studies	4	335	4	344	0	9
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	8	592	8	607	0	15
Total	90	10,106	90	11,097	0	991

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$191,000 for necessary pay for existing staff funded under this line item; and a programmatic increase \$800,000 for the fellowships and scholarly research awards programs.

MEANS AND STRATEGY

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

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

In FY 2006, SITES will revive its development of a “mobile museum” in part because it is the only traveling exhibit format able to guarantee audience growth and expanded geographic distribution during sustained periods of economic retrenchment, and also because it is imperative for the many exhibitors nationwide that are struggling financially yet eager to participate in Smithsonian outreach. A “mobile museum” exhibit can visit up to three venues per week in the course of one year, at no cost to the host

institution or community. The net result is an increase of 150 in the number of outreach locations to which SITES shows can travel annually. In addition to its flexibility in making short-term stops in cities and towns from coast-to-coast, a "mobile museum" has the advantage of being able to frequent the very locations where people live, work, and take part in leisure time activities. By establishing an exhibit presence in settings like these, SITES will not only increase its annual visitor participation by 1 million, but also advance a key Smithsonian performance objective: to develop exhibit approaches that address diverse audiences, including population groups not always affiliated with mainstream cultural institutions.

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

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

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

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

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

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

Smithsonian Center for Education and Museum Studies – SCEMS' learning experiences include publications, websites, professional development, and internships. In FY 2006, SCEMS will produce websites and publications that meet learning and professional standards and disseminate them broadly. SCEMS will produce the central Smithsonian education website (SmithsonianEducation.org) for educators, families and students to reach a projected audience of 3.5 million visitors.

Smithsonian Institution Press – SIP will use its federal resources to widen the public impact of its publications by releasing publications that support first-class science as well as those that appeal to mass readers.

Office of Fellowships – To achieve the Institution's goal of Strengthened Science Research, it is necessary to increase the number of fellowships and grants offered through the Smithsonian Fellowship Program and Scholarly Studies Program and offer multi-year postdoctoral fellowships. Often the best scholars require more than a single year of funding due to the nature of their research to gather and analyze the data and prepare the final product. The Science Commission emphasized the importance of supporting the Fellowships and Scholarly Studies Programs. The additional support will increase the number of projects that are highly innovative, especially in the areas of earth and planetary studies and human and biological diversity. It will also increase and strengthen collaboration with other researchers and

scientific and cultural institutions worldwide. These efforts result in publications and contribute to the intellectual resources of the Institution, impacting the exhibits and other outreach activities.

National Science Resources Center – NSRC will strive to increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services. The Center will develop and implement a national outreach strategy that will increase the number of school districts that are implementing NSRC K–8 programs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (52 FTEs and \$5,369,000)

- To increase by 150 the number of outreach locations to which SITES shows can travel and, by one million, the number of people who visit the exhibitions, develop 1 multi-year "mobile museum" exhibit
- To increase by 18 small towns and 4 states the number of locations that participate in the MoMS program, complete and launch 1 multi-year national tour for rural communities of exhibit about American neighborhoods
- To boost the involvement of large and diverse population groups in Smithsonian exhibit programs, book Museum on Main Street exhibit in a minimum of six of the following, high-traffic, general public settings: libraries, state fair pavilions, public festivals, conventions, and community commemorations
- To address the subject matter interests and museum communities of culturally diverse audiences, complete and launch multi-year, national tours of *Telling a Crow Story*, *American Indian Baskets*, *Celia Cruz*, and *Documenting China*
- To maintain high-quality program offerings at affordable prices during period of sustained economic downturn, partner with a minimum of 4 Smithsonian units and 4 outside organizations/associations to produce and circulate 5 alternative format versions of expensive, large-scale installations
- To reduce as fully as possible the rental fee burden on exhibitors in the field, take minimum of three measures to increase SITES' revenue stream through consultant services, extended exhibit tours, and on-line exhibit bookings
- Expand the Smithsonian Affiliations network into an additional 11 states and some additional targeted regions, thereby creating a local Smithsonian presence in every state and in most major communities in the country

- Through the building of the multicultural Alliance Initiative, develop new approaches to enable the public to gain access to Smithsonian collections, research, education, and public programs that reflect the diversity of the American people, including underserved audiences of ethnic populations and persons with disabilities

Develop and bring first-class educational resources to the nation (25 FTEs and \$2,302,000)

- SCEMS will provide educational programming for an audience of one million people through workshops and via distance learning
- SCEMS will manage the Smithsonian internship program providing 600 college students with internship placements, training, and enrichment opportunities
- SCEMS will produce and publish a teacher magazine based on Smithsonian research collections and distribute it to every elementary and middle school in all 50 states (82,000 schools)
- Attract 3.5 million visitors to websites managed by SCEMS; www.SmithsonianEducation.org, a central education Website for educators, families, and students; <http://intern.si.edu>, a central website for intern applicants and current interns; and <http://museumstudies.si.edu>, a resource site for museum professionals and museum studies students
- Increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services
- Double the number of school districts implementing NSRC K–8 programs, growing from an estimated 15% of the school population to 30%
- Significantly expand national outreach programs to ethnically and culturally diverse school districts through the work of the National Science Resources Center’s three centers of excellence
- Engage 125 school districts—representing an additional 5% of the United States K–8 student population—bringing the impact of the NSRC’s work from 20% to 25% of the nation’s youth
- Continue to develop and bring first-class educational resources to the nation by forging partnerships with school systems, educators, education and museum professional associations and others to expand opportunities for development and dissemination of Smithsonian-based education resources
- Continue to work with Smithsonian Book’s provider of sales and distribution services and maximize editorial benefits from the partnership
- Distribute more average copies per title published
- Publish about 50 new titles a year, aimed at three distinct groups: the academic market, the general readership, and the youth

- Publish books that are well-written by the best authors and experts in disciplines that reflect institutional interests and strengths: the sciences, American history, museum publications, aviation and military history
- Publish well-produced publications reflecting the high quality that is associated with the Smithsonian

Strengthened Scientific Research

Strengthen capacity in science research (1 FTE and \$2,475,000)

- Award 10 additional fellowships, which would include the multi-year awards to sustain the Institution's vitality of a continuous flow of students and scholars, nationally and internationally
- Award 10 additional scholarly studies awards to continue ongoing research and new beginnings to advance the Smithsonian's contribution to scientific discoveries

Develop the intellectual component of the collections by performing collections-based studies (4 FTEs and \$344,000)

- Publish the results of Smithsonian's scientific inquiry conducted by scientists in the different SI museums and units
- Publish in print 10 publications a year in the Contributions and Studies Series Program. This program currently publishes for the Institution nine series of federally funded monographs in anthropology, botany, earth sciences, marine sciences, paleobiology, zoology, folklife, air, space, history, and technology
- Expand the reach of these studies by making available on the Smithsonian Books website all of the abstracts in the program, and one of the nine series
- Expand the reach of these studies by making available on the Smithsonian Institution Press website all of the abstracts in the program

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (8 FTEs and \$607,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a programmatic increase of \$800,000 to support the Institution's fellowship and research grant programs. These funds are requested to remain available for two years. Adding multi-year postdoctoral fellowships and increasing the support for internal research grants is essential and will promote projects that are highly innovative, increase collaboration with other research institutions, and result in publications and exhibitions. The Fellowship and Scholarly Studies Programs, which infuse the Smithsonian with new ideas and approaches to research, are crucial to the intellectual health and continued advancement of the Institution. This is the number one priority in the Science Commission's report.

If the FY 2006 request is not allowed, the Office of Fellowships will not be able to support the quality and quantity of research at the Smithsonian. Access to fellowships and research grants provides a competitive edge to attract the best scholars and students will no longer exist. Without the training of the next generation of scholars and the collaboration with scientists and scholars from around the world, the Smithsonian's status as one of the leading research institutions in the world will be diminished.

COMMUNICATIONS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	15	1,454	18	2,222	0	0	0	0
FY 2005 ESTIMATE	15	1,457	18	2,246	0	0	0	0
FY 2006 ESTIMATE	16	1,706	18	2,246	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	4	415	4	419	0	4
Deliver the highest quality visitor services	5	428	5	433	0	5
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	1	47	1	50	0	3
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	0	51	1	271	1	220
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	516	5	533	0	17
Total	15	1,457	16	1,706	1	249

BACKGROUND AND CONTEXT

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

with research, exhibitions, public programs, and other activities of the Smithsonian by working with the news media and issuing materials for staff and the public. OPA's new Web Content Unit will extend the Smithsonian's communication messages to the World Wide Web by overseeing content on the central Web site and working with units across the Institution to establish and maintain guidelines and standards.

The Visitor Information and Associates' Reception Center, with three programs numbering some 1,750 volunteers, seeks both to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate and promote participation in its programs and activities. The office staff trains approximately 100 new information desk volunteers every year to assist in this effort. VIARC advances the goals of focused first-class science by providing behind-the-scenes volunteers to assist staff with research.

For FY 2006, the estimate includes a program increase of 1 FTE and \$220,000 for support of the Web Content unit and \$29,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the Office of Public Affairs is directing its resources to nationwide mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising and publication of visitors' brochures and a newsletter devoted to scientific research. OPA publishes a monthly newspaper and a biweekly newsletter for employees to keep them informed about other Smithsonian staff and their projects. The Web Content Unit will increase the quality and reach of the SI Web presence by systematically monitoring and assessing audience needs and use patterns, developing new Web content and features, and planning and implementing a strategic approach for SI Web communication. VIARC also advances the Institution's Public Engagement goal through the dissemination of information on public programs, exhibitions, events, Institutional functions, and collections. This is accomplished through content responsibility for four segments of the Smithsonian Website (Visitor Information, Events, Exhibits, and Encyclopedia Smithsonian); seven-day year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and supervision of volunteer and staff information specialists at museum information desks; operation of public inquiry mail and telephone information services; and outreach to the local, national, and international tour and travel industry.

VIARC advances the goal of Strengthened Scientific Research through the Behind-the-Scenes volunteer program, which assists staff in performing

their research. Volunteer assignments range from clerical tasks to highly complex research, conservation, and technical work.

To strive for Enhanced Management Excellence, the Office of Communications responds to all media inquiries in a timely manner with accurate, concise information and initiates story ideas to the media about Smithsonian exhibitions, research, and programs. The Web Content Unit will be a primary tool in achieving these goals through its expanded outreach and accessibility capabilities.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (4 FTEs and \$419,000)

- OPA develops overall integrated communications/marketing plans for the Institution designed to reach general audiences via the mass media and target audiences, especially Latino, African American, Asian American and Native American media communities locally and around the country
- OPA will increase by 10% the outreach campaign to target traditionally underserved audiences. This outreach campaign includes radio stations (in English and Spanish), weekly newspapers that serve minority communities, alternative weeklies, posters, and newsletters
- The Web Content Unit establishes an Institution-wide set of guidelines for Web content quality and compliance with SI privacy and accessibility policies
- The Web Content Unit will establish and implement a systematic plan for collecting, analyzing, and reporting use of the central Web site and general measures of SI-wide Web use. The Unit will systematically use audience input and evaluation to improve Web programming
- The Web Content Unit will increase links to SI sites and between SI units, and increase the number of Web site visitor sessions to the central site
- The Web Content Unit will design and implement Web content to better serve the Web visiting public, making it easier to plan visits to the museums, learn about the Smithsonian's resources, and become involved with the Institution

Deliver the highest quality visitor services (5 FTEs and \$433,000)

- Continue to provide accurate and timely information about Smithsonian events, activities, and exhibitions to 15 information desks in 11 buildings and to the telephone information desk in the Castle
- Update visitor information database at least once daily
- Recruit approximately 110 new volunteers to accommodate the new visitor information desk at the National Museum of the American Indian and to address normal volunteer attrition
- Update the VIARC components of the Smithsonian website and ensure accuracy of content and information

Strengthened Scientific Research

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

- Recruit and place approximately 550 new Behind-the-Scene Volunteer Program staff in FY 2006 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results oriented (1 FTE and \$271,000)

- Establish the Web Content Unit to create pan-Institutional content for the Smithsonian Web site that emphasizes connections among exhibitions, collections and other offerings at the Smithsonian

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$533,000)

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

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$249,000 and 1 FTE. Included are an increase of \$29,000 for necessary pay for existing staff and an increase of \$220,000 and 1 FTE for support of the Web Content Unit. The increases are as follows:

- (+ \$120,000, + 1 FTE) This increase is requested to support the Web Content Unit operations. The position will provide a Director for the Web Content Unit who will define program goals and methods. The director will provide strategic guidance for the Smithsonian Web presence, including how to present the Institution as a whole. The director will also be responsible for developing standards and guidelines for new Web features and overseeing SI Web audience studies, monitoring best online practices, and planning for an eventual re-design of the SI Web site.
- (+ \$100,000) This increase is devoted to contracts related to Web Content Unit operations to include interface and content improvements and design services.

If the FY 2006 request is not allowed, the Office of Communications will not be able to implement the Web Content Unit operations, limiting the ability to collect, assess, and disseminate information pertaining to the Institution's web sites and responding to user feedback. Further, the proposed interface and content improvements will not be funded, limiting the opportunity to make the web visitors' experience more informative and useful.

INSTITUTION-WIDE PROGRAMS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	0	6,118	0	0	0	0	0	0
FY 2005 ESTIMATE	0	6,138	0	0	0	0	0	0
FY 2006 ESTIMATE	0	8,488	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	1,174	0	1,174	0	0
Improve the stewardship of the national collections	0	0	0	1,000	0	1,000
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	1,690	0	2,540	0	850
Enhanced Management Excellence:						
Modernize the Institution's information technology (IT) systems and infrastructure	0	3,274	0	3,774	0	500
Total	0	6,138	0	8,488	0	2,350

BACKGROUND AND CONTEXT

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

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

Collections are the foundation of all that the Smithsonian is and does. It is from collections themselves, and the knowledge derived from studying them, that we are able to create meaningful exhibitions, and contribute to the increase and diffusion of knowledge. The Act of August 10, 1846 [10 U..C. § 41] establishing the Smithsonian Institution serves as the authority by which the Institution acquires collections to increase and diffuse knowledge. Currently the Institution has under its stewardship in museums, archives, and libraries an estimated 143.5 million objects, documents and photographs. The collections increased by about 3% between 1991 and 2003 with average annual growth rate of 0.4%.

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

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

In FY 2006, the budget estimate for this line-item includes an increase of \$2,350,000. The increase will provide additional support for the Research Equipment pool (\$850,000) to place core scientific equipment on a routine replacement and maintenance cycle and will enhance the Information Resource Management pool for collections systems data content by

increasing digitization efforts (\$500,000). The increase also includes \$1,000,000 to establish the Collections Care and Preservation Fund to address the backlog of collections processing and conservation and improve storage.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement through research and education initiatives, the Latino Initiatives pool continues to fund Smithsonian programs annually that focus on U.S. Latino experiences and contributions to science, history, art, music, culture, the humanities, and society. Pool funds enhance programs addressing exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrated efficient deployment of pool, other Smithsonian resources, and external funding. The budget request for Latino Initiatives pool includes \$1,174,000 for such initiatives.

The Institution will also increase Public Engagement through expanding access to collections. The Collections Care and Preservation Fund will address the most critical conservation and processing needs by applying additional resources to preserve collections and house them in better conditions for use by future generations, and by adding information about them to existing data bases. The proposed level for FY 2006 for the new Fund is \$1,000,000, with proposed increases totaling \$5,000,000 through 2010.

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

Research Equipment pool funds will be distributed on the following merit-based criteria: (1) development of new research capabilities; (2) potential for leveraging external funds; (3) contribution to the Smithsonian Science Strategic Plan; and (4) management excellence and efficiency, including maintenance of research equipment that is cutting edge, expensive, and/or highly sensitive. In FY 2006, the requested budget increase of \$850,000 for a total \$2,540,000 for this pool directly supports the Institution's goal of Strengthened Scientific Research.

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

The total amount requested in FY 2006 for the IRM pool is \$3,774,000. The Institution proposes to continue to use \$1,846,000 of the IRM pool to support the Managed Information Technology Infrastructure initiative. The requested increase of \$500,000 will be used to enhance collections systems data content by increasing digitization efforts.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (\$1,174,000)

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

Improve the Stewardship of the National Collections for present and future generations (\$1,000,000)

- Decrease backlog of processing new collections at the NMNH (10,200,000 objects), the NMAH (698,285 objects), the National Postal Museum (600,000 objects), and the Cooper-Hewitt National Design Museum (32,000 objects). Process Archives of American Art's 50 years worth of records of the André Emmerich Gallery
- Replace old storage cabinets at NMNH that are corroded, missing seals and gaskets, and emit gases harmful to the Small Cetacean marine mammal collection of over 6000 small whales, dolphins and porpoises, the world's largest cetacean collection and the Nation's repository

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (\$2,540,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (\$3,774,000)

- Enhance Smithsonian Collection Information Systems and make the data content available to the public through the web

FY 2006 REQUEST—EXPLANATION OF CHANGE

In FY 2006, the budget estimate for this line-item includes an increase of \$2,350,000. The increase will provide additional support for the Research Equipment pool (\$850,000) to place core scientific equipment on a routine replacement and maintenance cycle and to enhance the Information Resource Management pool (\$500,000) for collections systems data content by increasing digitization efforts. The increase also includes \$1,000,000 to establish the Collections Care and Preservation Fund to address the backlog of collections processing and conservation and improve storage.

Research Equipment Pool

- (+ \$500,000) This increase will allow purchase of maintenance contracts (which are generally 10% of the instrument's value) for major analytic instrumentation ranging from \$300,000 - \$500,000. This ensures proper functioning and extended work life.
- (+ \$350,000) This increase will establish a routine replacement cycle for core equipment (microscopes, GPS receivers, field equipment, tissue sample refrigerators, etc.) that is essential to the Smithsonian's research mission. Annual needs approaching \$500,000 cannot be covered with existing funds.

Information Resources Management Pool

- (+ \$500,000) This increase is to increase digitization of collections records through the IRM pool.

Collections Care and Preservation Fund

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

- (+ \$100,000) Provides funds for NASM contractors for keeping exhibited artifacts maintained and presentable to the public.

If the FY 2006 request is not allowed, the Institution will not keep its analytical equipment functioning properly, repair existing instrumentation as it becomes worn or inoperative, and will be unable to purchase and build the instruments needed to bring ongoing research efforts into the 21st Century. Instead of increasing technological capability through securing cutting-edge instrumentation, existing instruments will be dismantled. If requested funding is not provided for the IRM pool, museums will have to continue data enhancement in collections systems on an ad hoc basis. In addition, many of the Smithsonian's collections are not properly conserved or stored, and as a result are deteriorating. The recent Smithsonian collections study indicates that eleven of the Institution's fourteen collecting units have some collections that are deteriorating or in poor condition. Adequate resources for proper collections are critical for assuring accreditation of our museums. If the requested increase is not included in the FY 2006 budget, the Institution will not fully address recommendations in the internal study or criticisms included in the last accreditation review conducted by the American Association of Museums of the NMNH.

OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	35	2,626	1	267	0	66	0	0
FY 2005 ESTIMATE	35	2,635	1	178	0	0	0	0
FY 2006 ESTIMATE	35	2,711	1	168	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	31	2,288	31	2,350	0	62
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	4	347	4	361	0	14
Total	35	2,635	35	2,711	0	76

BACKGROUND AND CONTEXT

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

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

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

For FY 2006, the estimate includes an increase of \$76,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

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

OEC has two objectives that support the Institutional goal of Enhanced Management Excellence:

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

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (31 FTEs and \$2,350,000)

- Expand OEC consultation and exhibit planning services by 5% over FY 2004 levels in order to improve the exhibition planning process at the Smithsonian Institution
- Expand and improve project management capability and resources by 5% over FY 2004 to broaden the impact of OEC's services to the Smithsonian Institution

Enhanced Management Excellence

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

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at monthly staff meetings and weekly unit meetings so that OEC staff is more aware of senior management goals for the Institution
- Actively support the diversity goals of the Institution, aiming to increase diversity workforce initiatives, including internships, by 5% over FY 2004 levels to better serve the needs of the public

MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	0	4,939	0	0	0	0	0	0
FY 2005 ESTIMATE	0	4,000	0	0	0	0	0	0
FY 2006 ESTIMATE	0	6,000	0	0	0	0	0	0

STRATEGIC GOALS: STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Scientific Research:						
Strengthen capacity in science research	0	0	0	1,000	0	1,000
Conduct focused scientific research programs that are recognized nationally and internationally	0	4,000	0	5,000	0	1,000
Total	0	4,000	0	6,000	0	2,000

BACKGROUND AND CONTEXT

Smithsonian science is engaged in research and discovery focused on the origin and evolution of the universe, the formation and evolution of Earth and similar planets, the discovery and understanding of biological diversity, and the study of human diversity and cultural change.

To meet the goal of Strengthened Scientific Research, the Smithsonian has traditionally used its no-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects that enable scientists working at the Smithsonian Astrophysical Observatory (SAO) to remain at the forefront of astronomy and astrophysics. Currently funded through this line item are two SAO projects: an array of submillimeter telescopes (Submillimeter Array, SMA) and its instrumentation on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror

Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins in Arizona.

However, the Smithsonian has unique and outstanding research capabilities in other areas of science. To support these areas, other scientists must also be able to purchase major cutting-edge research instrumentation. The fundamental role for federal appropriations is to provide the basic scientific infrastructure that enables staff to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Because of the magnitude of the costs and the time required to fabricate major new instruments and to reconfigure existing ones, the Institution requests that funding for these projects be available until expended.

For FY 2006, this budget estimate includes a programmatic increase of \$2,000,000.

MEANS AND STRATEGY

The SMA is now capable of combining the light from all eight of its telescopes simultaneously at two different frequencies and full bandwidth, simulating the resolving power of a much larger telescope. Notable among the results in FY 2003 was the publication of the first paper in a refereed journal, which described the temporal variability of the radio source that surrounds the black hole in the center of our galaxy. Another focus of research has been the study of the distribution of molecular gas in nearby spiral galaxies. While optical images trace the stars in the galaxies, the SMA image highlights the molecular clouds where new stars are being born.

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

The full power of the converted MMT's wide-field optics became available for scientific research in late FY 2003. The first three new instruments were brought into operation at the MMT to utilize this power:

Hectospec (a moderate resolution optical spectrograph fed by 300 optical fibers), Hectochelle (a high-resolution optical spectrograph fed by Hectospec's fibers), and Megacam (a powerful wide-field camera). Approximately 25,000 spectra of galaxies and stars were obtained with Hectospec and Hectochelle by the end of FY 2004. The first scientific paper based on these data has been submitted for publication; others are in preparation. MMT observers have responded to the scientific opportunities these instruments provide by preparing a large number of exciting observing proposals.

FY 2005 base resources will be used to continue the development of two key instruments for the converted MMT: Binospec and MMT-Magellan Infrared Spectrometer (MMIRS). Binospec is a wide field optical spectrograph that will allow scientists to study how galaxies have evolved over 75 percent of the universe's lifetime. MMIRS is a powerful infrared camera and spectrograph that will allow scientists to penetrate the obscuring dust that veils star-forming regions in our own galaxy and distant galaxies. Understanding how stars form throughout time and space is a key goal of modern astrophysics, which is the key to understanding our origins.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Strengthened Scientific Research

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

Themes: The Origin and Nature of the Universe and Discovering and Understanding Life's Diversity

- Acquire cutting-edge technology that will support priority focal areas, as defined by the Smithsonian Science strategy.
- For the Natural History Museum, acquire a field gun scanning electron microscope that will provide nanometer-scale imaging capabilities necessary for analyzing cometary samples returned from the Stardust spacecraft. The capability will also allow Smithsonian scientists to understand the history of ancient water on Mars trapped in individual minerals found in meteorites that originate from Mars. This will support the focal area Formation and Evolution of the Earth and Similar Planets.
- For the National Zoological Park, acquire a mass spectrophotometer that will provide isotopic data in support of ecosystem and conservation biology research. This will support the focus area Discovering and Understanding Life's Diversity.
- For the Smithsonian Tropical Research Institute, acquire a DNA sequencer that will provide genetic information of microbial communities in support of tropical forest and climate change

research. This will support the focus area Discovering and Understanding Life's Diversity.

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

Theme: The Origin and Nature of the Universe

- For the SAO Submillimeter Array (SMA), the performance will be pushed to 0.35mm (900 GHz), the very edge of the atmospheric window accessible from the ground. This will provide exquisite spatial resolution for the first time at this wavelength, an improvement by up to a factor of a thousand over existing instruments. The SMA will be used to examine forming planets in nearby stellar systems, biologically important organic molecules in the atmospheres of planets and moons in our own solar system such as Saturn and Titan, and also the earliest generations of galaxies. In FY 2006, construction of the prototypes for the receivers at 0.35mm and operations at this wavelength on the SMA will commence.
- For the SAO Multiple Mirror Telescope (MMT), construction of Binospec, the two-channel-imaging, faint object spectrograph for the 6.5-m MMT-will commence. Binospec will be a powerful tool for attacking several of the fundamental questions in astrophysics and physics including the nature of Dark Energy through observations of high-redshift supernovae, the formation of the chemical elements by tracing their evolution from early stars and galaxies, and the evolution of galaxies over 75 percent of the Universe's lifetime.
- For the SAO MMT, design of MMIRS will be completed achieving a level sufficient to conduct the Critical Design Review. MMIRS is a wide-field near-infrared imager and multi-object spectrograph that will allow scientists to probe deeply into regions of star and planet formation in the Milky Way, nearby galaxies, and distant galaxies to study the formation of stars throughout space and time.

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes a net increase of \$2,000,000 and no FTEs.

The budget request at \$6,000,000 will allow SAO to continue to develop designs for advanced instruments for our telescopes in order to meet the new observational challenges of the next decades in pursuit of the broad goals of understanding our Universe and conveying this understanding to the public at large. Additionally, the requested level of \$6,000,000 will enable the Smithsonian to secure cutting-edge instrumentation to increase its

technological capabilities and focus resources on science themes that have not traditionally benefited from the major scientific instrumentation pool. The requested increase includes:

- (+ \$1,000,000) Provides necessary funding to construct prototypes of the receivers at 0.35mm for the SMA as planned and continue planned work on the Binospec, the two-channel-imaging, faint object spectrograph for the 6.5-m MMT.
- (+ \$1,000,000) Provides funding to purchase a field gun scanning electron microscope for NMNH, acquire a mass spectrophotometer for the NZP, and acquire a DNA sequencer for STRI.

To maintain a state-of-the-art scientific infrastructure, the Institution must have the ability to purchase big-ticket cutting-edge research instrumentation. If funding for this request is not provided, the infrastructure which allows the Institution to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner will decline. If requested funding is not provided, completion of the SMA's receivers for observing at the shortest of the submillimeter wavelengths (0.3mm) that can be observed from the ground will be delayed, and will cause a two-year delay in the completion of Binospec. The Institution will also not address recommendations in The Science Commission Report including development of a coordinated plan for the acquisition, maintenance, and use of large scientific instruments, such as the STRI DNA Sequencer, the NZP Mass Spectrometer and the NMNH field gun scanning electron microscope. The SI Science Strategic Plan has established ambitious, clear scientific goals for the first decade of the 21st Century. Essential to achieving these goals, the Institution must maintain and constantly improve its scientific instrumentation.

MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	28	1,657	0	0	0	0	0	0
FY 2005 ESTIMATE	28	1,663	0	0	0	0	0	0
FY 2006 ESTIMATE	28	1,707	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Improve the stewardship of the national collections	28	1,663	28	1,707	0	44
Total	28	1,663	28	1,707	0	44

BACKGROUND AND CONTEXT

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

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

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

The Institution is not seeking additional programmatic funding for this line item. The FY 2006 budget estimate includes an increase of \$44,000 for necessary pay for existing staff.

MEANS AND STRATEGY

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

Included in the Smithsonian's FY 2006 Facilities Capital request is \$19.9 million to construct MSC's Pod 5 to safely store the Museum's valuable biological collections currently stored in alcohol in NHB. These collections are currently housed in non-code compliant facilities.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national (28 FTEs and \$1,707,000)

- Continue to prepare for and begin relocation of the vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids from the Natural History Building to the Museum Support Center. These collections total 11,175,000 specimens
- Ensure the safety of staff and collections by reducing the number of findings noted in the annual Management Evaluation and Technical Reviews
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control practices
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increase in staff activity and collections as relocation to Pod 5 begins

SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	23	1,643	2	155	3	198	0	0
FY 2005 ESTIMATE	23	1,649	2	156	3	198	0	0
FY 2006 ESTIMATE	23	1,698	2	156	3	192	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	566	8	583	0	17
Improve the stewardship of the national collections	13	848	13	873	0	25
Enhanced Management Excellence:						
Modernize the Institution's information technology (IT) systems and infrastructure	2	235	2	242	0	7
Total	23	1,649	23	1,698	0	49

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and a steward of the national collections. SIA serves the Smithsonian community, scholars, and the general public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials; establishing policies and providing guidance for management of the national collections; offering a range of reference, research, and records services; and creating products that promote understanding of the Smithsonian and its history.

For FY 2006, the estimate includes an increase of \$49,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2006, Smithsonian Institution Archives anticipates moving out of its present location in the Arts and Industries Building. Moving the archives will necessarily be a major focus of staff time and attention. (See the Facilities Capital account for further discussion of this project).

In addition to this major activity, SIA will focus on providing tools and research materials on Smithsonian history to a wide range of users. Specifically, SIA will continue to support the needs of thousands of researchers seeking information from the archives; to provide online access to ever more information from or about the holdings; and to collaborate fully with units serving broad external audiences, such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies (SCEMS), and the Affiliations Program. SIA will also set standards and issue policy guidance to facilitate the management of the national collections and the proper disposition of records in electronic form.

Finally, SIA will use grant funds to test and develop a full electronic records program that has model implications for the acquisition, preservation, and long-term accessibility of Smithsonian records in electronic form

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Strengthen the high caliber of Smithsonian scholarship in support of public programs (8 FTEs and \$583,000)

- Move toward completion of the eleven volume *Papers of Joseph Henry* by completing text editing and annotations of Volume 11
- Conduct a minimum of 3 public presentations on SI history drawn from the Archives' collections to reveal to non-scholarly audiences the wealth of information in Smithsonian Archives
- Support the Smithsonian Center for Education and Museum Studies (SCEMS) by providing at least 1 instructor for 2 workshops for K-12 teachers and non-Smithsonian museum professionals
- Support the Affiliations Program and The Smithsonian Associates by giving at least 5 lectures on Smithsonian history
- Create or add substantive information to 250 records in the History of the Smithsonian catalog in the Smithsonian Institution Research Information System (SIRIS)
- Develop an online "Using Archives" tutorial for use by remote and on-site researchers
- Respond, in ten days or less, to a minimum of three thousand

requests for information about or in SIA collections

Improve the stewardship of the national collections (13 FTEs and \$873,000)

- Manage risk, assure accountability, use space efficiently, and identify historically valuable records by creating records schedules for the National Portrait Gallery, the Executive Offices of the National Museum of Natural History, and the Director's Office and Design Branch of the Office of Facilities Engineering and Operations
- Provide greater public access to information about SIA's holdings by continuing to add or refresh collections information on the SIA website and adding 200 new records to SIRIS
- Assist a minimum of five units with revisions to their Collections Management Policy
- Issue reports on the national collections, including *Collection Statistics* and the collections disclosure report
- Protect and preserve the Smithsonian's documentary heritage by re-housing a minimum of 500 cubic feet of materials

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (2 FTEs and \$242,000)

- Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby assuring future access to the archives
- Refine the pan-Institutional information system for collections management data, thereby improving the quality and timeliness of collections-related information

SMITHSONIAN INSTITUTION LIBRARIES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	111	8,704	10	996	1	575	0	13
FY 2005 ESTIMATE	111	8,732	10	980	2	1,644	0	10
FY 2006 ESTIMATE	111	9,245	10	974	2	444	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first class exhibitions and other public programs	2	146	2	151	0	5
Expand a national outreach effort	2	132	2	136	0	4
Strengthen the high caliber of Smithsonian scholarship in support of public programs	22	1,675	24	1,991	2	316
Improve the stewardship of the national collections	57	4,644	56	5,055	-1	411
Strengthened Scientific Research:						
Strengthen capacity in science research	1	101	1	104	0	3
Develop the intellectual component of the collections by performing collections-based studies	17	1,297	15	1,056	-2	-241
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	8	474	8	481	0	7
Modernize the Institution's financial management systems and functions	1	59	1	61	0	2
Modernize the Institution's information technology (IT) systems and infrastructure	1	139	1	115	0	-24
Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative	0	46	1	75	1	29
Recruit, hire, and retain a diverse workforce and promote equal opportunity	0	19	0	20	0	1
Total	111	8,732	111	9,245	0	513

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) supports the research, curatorial, and exhibition activities of the Smithsonian by providing and organizing pertinent information sources. To that end SIL acquires, organizes, and delivers scholarly, scientific, and educational resources and information in all forms, including electronic. SIL fills inquiries from the government, universities, researchers, and the public.

For FY 2006, the estimate includes an increase of \$513,000. Included is an increase of \$213,000 for necessary pay for existing staff funded under this line item, along with an increase of \$300,000 for the purchase of new books and periodicals.

MEANS AND STRATEGY

In FY 2006, SIL staff will build and refine collections with a focus on planning for the National Museum of African American History and Culture. SIL will continue to maintain exchanges of books and journals with more than 4,600 institutions worldwide and borrow and lend books through its inter-library lending program as a substitute for buying crucial titles.

SIL will enhance its collections information system by adding records to the Smithsonian Institution Research and Information System (SIRIS) for newly acquired titles. With the completion of the conversion of serial check-in records in 2005, SIL will implement online check-in for all active serials subscriptions in 2006, making information on recently received issues immediately available to users. SIL will continue a vigilant program of collection maintenance through binding, general collections repair, microfilming, photocopying, and disciplined acquisition of the most significant items and collections documenting our cultural and scientific heritage.

In FY 2006, SIL will share national treasures with the public through its ongoing program of well-regarded book exhibitions, lectures, and symposia. The Baird and Dibner Scholarship programs will aid SIL in building collaborations with scholarly programs in the Institution and elsewhere.

SIL will increase public access to electronic content, including digitized trade literature and online exhibitions, through website features such as *SIL on Display* and *Galaxy of Knowledge*. SIL will continue reviewing user satisfaction with all reader services through its website and will implement enhancements accordingly. SIL will also expand its web offerings related to Scientific Expeditions.

To achieve the goal of Strengthened Scientific Research, SIL will retain information in science as a FY 2006 priority. SIL continues to shift spending within collections management in order to sustain its outstanding collections in support of scientific research. SIL will continue to support science by providing state of the art reference services, administering the Scientific Translations publications program, acquiring new electronic resources, organizing Web resources in the sciences, and training researchers to use electronic resources effectively. SIL will work with scientists to follow the recommendations of a report to be issued in FY 2005 regarding the creation of a Smithsonian Scientific Digital Depository.

The expansion of online tools—such as the electronic *Biologia Centrali-Americana* and the electronic *United States Exploring Expedition* begun in 2002—will continue to give scientists the documentation they have sought for their research and will bring to light underutilized resources for scientific research. SIL, in conjunction with the National Museum of Natural History, will mount a searchable version of the electronic *Biologia Centrali-Americana*.

SIL provides centralized administrative support so that each museum library can focus on serving its clientele. In FY 2006, staff will seek to achieve Enhanced Management Excellence by diversifying the library workforce, improving the integrated library system, expanding digital production, completing the inventory of the trade literature collection located in the National Museum of American History, and continuing review of SIL unit costs and productivity against benchmarks.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (2 FTEs and \$151,000)

- Raise SIL impact on audiences by producing one new exhibition, with follow-up survey on visitor assessment and count

Expand a national outreach effort (2 FTEs and \$136,000)

- Increase SIL website usage by 25% above the FY 2005 level, and increase the length of user sessions
- Expand the sharing of SI resources throughout the country by establishing two new affiliations for traveling exhibitions and loaning at least six objects
- Enhance SIL website by producing 10 online projects (including virtual exhibitions, programs, and educational resources), and adding a further 4,000 images to the website

- Identify one new collaboration with stakeholders in SIL's unique collection of trade literature
 - Reach a wider audience, and increase knowledge of SIL's collections and services, by producing five new outreach programs
- Strengthen the high caliber of Smithsonian scholarship in support of public programs (24 FTEs and \$1,991,000)***
- Implement new ways of providing library services to patrons relocated from the Arts and Industries Building during its renovation
 - Begin planning for the full range of library services for the National Museum of African American History and Culture
 - Hold Dibner and Baird public lectures and publish the Dibner lecture to present research based on SIL collections to a broad audience
- Improve the stewardship of the national collections (56 FTEs and \$5,055,000)***
- Improve access to special collections by raising cataloging of trade literature and art libraries' vertical files 10% over FY 2005
 - Increase access to collections: add holding information to SIRIS on backfiles of journals by adding 800 more collection holdings records, with 60% completed by the end of FY 2006
 - Complete the inventory for the American History trade literature collection

Strengthened Scientific Research

Strengthen capacity in science research (1 FTE and \$104,000)

- Increase access to electronic science resources by expanding internet links at least 10% over the FY 2005 level

Develop the intellectual component of the collections by performing collections-based studies (15 FTEs and \$1,056,000)

- Work with SI scientists to advance the creation of an SI Scientific Digital Repository, following the report to be issued in FY 2005
- In partnership with the National Museum of Natural History, mount a keyword-searchable version of the *Biologia Centrali-Americana* to enable full access to the entire text
- Continue to expand the electronic *US Exploring Expedition* to increase knowledge of an important 19th century scientific expedition through addition of links from the text to museum collections objects
- In support of historical and scientific research, document on the web the crucial record of American Scientific Expeditions

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (8 FTEs and \$481,000)

- Evaluate additional features for automated inter-library loan services, including direct online patron requests, automatic notification of receipt and overdue materials, and seamless interface to bibliographic databases for borrowing and lending

Modernize the Institution's financial management systems and functions (1 FTE and \$61,000)

- Implement use of the purchase card for all appropriate transactions by granting eligible staff procurement authority and training
- Implement automated monograph requesting, ordering, invoicing, and claiming in SIRIS using EDI protocols
- Implement automated serials renewals, invoices and claims

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$115,000)

- Fully implement online serial check-in: complete the conversion, begun in FY 2005, of more than 6,000 manual serials check-in records to online check-in records

Ensure that the Smithsonian's workforce is efficient, collaborative, committed and innovative (1 FTE and \$75,000)

- Evaluate outcome measures and establish targets for baseline training of staff

Recruit, hire, and retain a diverse workforce and promote equal opportunity (\$20,000)

- Improve diversity of staff by increasing qualified African-American and Hispanic application pool for vacancies by 5% above the FY 2005 level

FY 2006 REQUEST—EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of \$513,000. Included is an increase of \$213,000 for necessary pay for existing staff funded under this line item. The programmatic increase of \$300,000 will help SIL to cope with the rising costs of books and periodicals. It will allow for the purchase of books and periodicals that have been forgone in past years due to inflation and insufficient funds.

If the FY 2006 request is not allowed, SIL will experience further erosion in the quality of its collections as the price of published products continues to rise far above the general rate of inflation. SIL would then be at risk of losing its relevance to Smithsonian research.

ADMINISTRATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	344	64,537	198	25,342	1	2,021	0	0
FY 2005 ESTIMATE	344	66,616	198	25,434	0	1,528	0	0
FY 2006 ESTIMATE	357	77,881	198	25,805	0	1,540	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increase Public Engagement:						
Offer compelling first class exhibitions and other public programs	6	614	6	629	0	15
Expand a national outreach effort	10	1,022	10	1,046	0	24
Improve the stewardship of the national collections	11	872	11	897	0	25
Deliver the highest quality visitor services	1	172	1	175	0	3
Strengthened Scientific Research:						
Provide focus for the Institution's science resources	3	418	3	429	0	11
Conduct focused scientific research programs that are recognized nationally and internationally	1	100	1	103	0	3
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	73	7,928	78	8,655	5	727
Modernize the Institution's financial management systems and functions	25	2,368	29	2,941	4	573
Modernize the Institution's information technology (IT) systems and infrastructure	106	39,940	109	48,423	3	8,483
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	63	9,273	64	10,567	1	1,294
Recruit, hire and maintain a diverse workforce and promote equal opportunity	12	1,216	12	1,248	0	32
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	451	5	464	0	13
Complete major construction projects now underway	22	1,620	22	1,668	0	48
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	6	622	6	636	0	14
Total	344	66,616	357	77,881	13	11,265

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the Office of the Secretary, the Deputy Secretary and Chief Operating Officer, the Under Secretaries for Science and Art, as well as the central administration activities of human resources, diversity, government relations, financial management, information management, contract management, and legal services.

For FY 2006, the estimate includes a net increase of 13 FTEs and \$11,265,000, including an increase of \$906,000 for necessary pay for existing staff funded under this line item; a decrease of \$1,108,000 associated with the web infrastructure as discussed under the Non-recurring Costs section of this justification; and an increase of 13 FTEs and \$10,413,000 for programmatic increases. Also included in this line item are increases of \$854,000 for worker's compensation, \$49,000 for audit costs, and \$151,000 for Voice over IP technology costs which are justified in the Mandatory Costs section of this budget.

MEANS AND STRATEGY

The Institution will employ appropriate management strategies to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and are key to performing the Smithsonian's mission of connecting Americans to their history and heritage, and promoting innovations, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by attracting, recruiting, and retaining leaders possessing superior talent.
- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian's comprehensive workforce analysis study. Continue to Conduct Workforce Analyses and Gap Analyses, strengthen training policies and programs, develop succession planning and evaluate and improve assessment tools for human resources performance.
- Employ state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement modules of a commercial Enterprise Resource Planning (ERP) system.

- Continue to make improvements in the network security infrastructure, continue a 4-year replacement cycle for desktop workstations and printers, begin replacement of scientific workstations, enhance and maintain the Institution's web infrastructure, maintain and enhance collections information systems, and implement a secure wireless network.
- Maintain and upgrade the Institution's telecommunications infrastructure to provide reliable, cost-effective voice and data communications systems in support of the Smithsonian missions and continue to modernize the Institution's aging telephone systems.
- Meet federal requirements for timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the ERP effort.
- Facilitate accomplishment of the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (6 FTEs and \$629,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities

Expand a national outreach effort (10 FTEs and \$1,046,000)

- Maintain dialogue with Smithsonian units and museum directors to develop and expand a national outreach effort to share the Smithsonian's resources with larger, more diverse audiences throughout America, particularly the Latino community
- Improve the outreach database and associated reporting structures so that it provides the capability for input and output from all outreach units in the Institution
- Support collections-based studies that enhance existing data bases, create new ones, and increase the potential of the collections for future scientific inquiry and public use particularly in the area of Latino contributions

Improve the stewardship of the national collections (11 FTEs and \$897,000)

- Maintain the collection of over four million historical images and the support of all Smithsonian collection managers in the documentation of their collections for preservation and research purposes

Deliver the highest quality visitor service (1 FTE and \$175,000)

- Assist the Under Secretary for Art museums with surveys of visitors and development of marketing goals, strategies, and specific activities aimed at increasing visitorship

Strengthened Scientific Research

Theme: Supports all Science Themes

Provide focus for the Institution's science resources (3 FTEs and \$429,000)

- Continue to monitor implementation of Science Strategic Plan and focal areas of the Science Themes
- Increase cross-cut collaboration in support of Science Themes and focal areas such as Planets, Biodiversity and Human Diversity Themes
- Increase significantly the number of peer-reviewed papers in Science Themes

Conduct focused scientific research programs that are recognized nationally and internationally (1 FTE and \$103,000)

- Reinstate colloquia and symposia in support of the Science Themes and focal areas
- Increase significantly the number of proposals for external, competitive funding

Enhanced Management

Strengthen an Institutional culture that is customer-centered and results-oriented (78 FTEs and \$8,655,000)

- Guide the Smithsonian with modern business management techniques, provide quality legal counsel, and create a world-class management structure and team
- Provide financial leadership and guidance that reflects best business practices, exploits modern technology, and is responsive to unit needs
- Incorporate results-based assessments into the Institution's strategic and financial decision-making processes
- Improve responsiveness to Institutional units, including responding to training needs
- Strengthen management services in support of the Institution's mission including initiatives in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, ten best museum and/or research practices
- Establish, meet, and exceed standard tasks and time frames for major construction and major exhibition design and fabrication of projects consistent with best business practices

- Establish a commission of experts on cultural issues and coordinate the first outside evaluation of cultural and artistic resources at the Smithsonian

Modernize the Institution's financial management systems and functions (29 FTEs and \$2,941,000)

- Support implementation of the Enterprise Resource Planning financial modules by identifying requirements and documenting reengineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits

Modernize the Institution's information technology (IT) systems and infrastructure (109 FTEs and \$48,423,000)

- Replace telephone systems in the Victor Building, Smithsonian Castle, and the old Patent Office Building
- Replace 25% of the Institution's desktop personal computers
- Maintain the Smithsonian's network and information technology infrastructure
- Continue the implementation and support of the Enterprise Resource Planning System
- Continue to modernize components of the Facilities Management System
- Replace the Smithsonian Institution Research Information System (SIRIS)
- Continue to provide extended service hours of coverage for the Network Operations Center and help desk
- Provide a secure wireless network
- Enhance and maintain the Institution's web infrastructure
- Implement a storage area network and replace the automated tape library system
- Replace the Smithsonian Institution Traveling Exhibition Service's Exhibition Tracking Information System.
- Maintain the ArtCIS collection information system
- Enhance data content of the National Postal Museum Collection Information System
- Begin replacement of scientific workstations

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (64 FTEs and \$10,567,000)

- Build a cooperative environment among all Smithsonian staff through increased communication and emphasizing each person's contribution to the Institution's special mission
- Provide quality human resources services to a dynamic, widely diverse population using modern techniques and best practices

- Continue implementing and evaluating the Human Capital Workforce Restructuring Plan Institution-wide in order to effect organizational changes designed to streamline and leverage the Institution's workforce

Recruit, hire and maintain a diverse workforce and promote equal opportunity (12 FTEs and \$1,248,000)

- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and woman-owned businesses
- Provide training and informational programs that promote a work culture that values diversity

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$464,000)

- Increase contacts initiated by the Institution by 10%

Complete major construction projects now underway (22 FTEs and \$1,668,000)

- Perform all contract management activities that support major capital facilities projects and exhibitions, including pre-contract, contract negotiation, and post-contract award activities, and warranty and contract close-outs

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (6 FTEs and \$636,000)

- Annually present and justify federal budget submission to OMB and Congress

FY 2006 REQUEST—EXPLANATION OF CHANGE

For FY 2006, the Smithsonian is requesting program increases of 13 FTEs and \$10,413,000 for the Enterprise Resource Planning System, implementation of a wireless network, partial replacement of scientific workstations, SI-wide contract and procurement programs, human capital initiatives, and to improve accounting and audit performances. These increases are described in greater detail below.

- (+ \$108,000) Purchase additional software licenses (The Museum System) for the Art Collections Information System (ArtCIS) collection information system, maintain the system, and provide training.

- (+ \$584,000, 1 FTE) Implement a storage area network, replace the automated tape library, hire a storage manager, and fund hardware and software maintenance and off site storage.
- (+ \$2,433,000, 1 FTE) Supports continued implementation of the Enterprise Resource Planning system. In FY 2006, with increased funding, the Smithsonian will maintain the implemented financial and human resources modules; implement the time and labor module; begin implementation of the accounts receivable, billing, and budgeting modules; enhance credit card processing; and implement the on-line recruiting system and integrate it with PeopleSoft.
- (+ \$1,086,000) Extends the core hours of operation of the network operations center from 10.5 hours a day five days a week to 17 hours a day seven days a week.
- (+ \$100,000) Supports maintenance of the IT security infrastructure.
- (+ \$64,000) Supports data content enhancement, creation of digital images, report customization, and training for the National Postal Museum Collections Information System.
- (+ \$649,000) Begins replacement of scientific workstations on a four year cycle.
- (+ \$1,705,000) Supports implementation of a secure wireless network and a study for wireless in the open areas at Smithsonian Tropical Research Institute, Smithsonian Environmental Research Center, and Conservation Research Center.
- (+ \$1,327,000, 1 FTE) Replaces the production hardware, acquires and implements a library management commercial software product, and funds increases for operations and maintenance.
- (+ \$506,000) Purchase and implementation of a commercial collection management system to replace the Smithsonian Exhibition Tracking Information System (SETIS).
- (+ \$576,000) Maintains the web e-commerce application and develops the web infrastructure to allow web content delivery in the museums.
- (+ \$428,000, +5 FTEs) Hires two staff accountants to perform bank reconciliations for Smithsonian master accounts; two systems accountant to perform monthly account reconciliations and analyze discrepancies between PeopleSoft modules; and, a management support assistant for the Comptroller.
- (+ \$50,000) Conduct an A-76 (Performance of Commercial Activities) study on outsourcing Accounts Payable.
- (+ \$335,000, +3 FTEs) Supports three Contract Specialists who will perform contract management activities generated by the significant increase in workload, including the re-opening of the Patent Office Building. The re-opening will involve the Office of Contracting in on-going acquisition planning and numerous contracts for opening events, exhibit

design, fabrication, and installation, and intellectual property licensing and publishing of materials related to the re-opening. Other projects anticipated include a complex land purchase and related site development in Gamboa, Panama for the Smithsonian Tropical Research Institute, and broad-based renovations and revitalization of exhibitions at the National Museum of Natural History.

- (+ \$112,000, + 1 FTEs) Supports one Procurement Analyst to assist with oversight of Institution-wide procurement program activities. The analyst will assist the contracting staff to establish methodologies for and conduct routine and special focus procurement program evaluations and management studies; develop and implement procurement program policies and procedures; establish and implement a management review and schedule criteria; provide procurement strategy services; and assist with or lead special management-directed assignments having a Smithsonian-wide impact.
- (+ \$50,000) Funds contractor support associated with implementation of the e-Travel initiative.
- (+ \$300,000, + 1 FTE) Hire a Human Resources Specialist (\$110,000) to perform the on-going work associated with maintaining and improving human capital initiatives. The remaining funds of \$190,000 represent one-time funding to contract for consulting service to assist the Office of Human Resources and units in meeting specific goals in the Institution's human capital plan.

If the FY 2006 request is not allowed, the Smithsonian will be unable to replace the SETIS or SIRIS collections systems. SETIS is based on obsolete programming that is no longer supported by the vendor. Due to the age of the SIRIS system, the cost to maintain will continue to exceed the cost of potential replacements. The ArtCIS system can not be maintained and data enhancement on the National Postal Museum collections system will continue in an ad hoc fashion. The public will be unable to access critical parts of the Museum's collection. Without requested funding, the Smithsonian will be unable to implement the time and labor module of the Enterprise Resource Planning system or begin work on the accounts receivable, billing, or budgeting modules.

Implementation of the On-Line recruiting system will be deferred. Implementation of a secure wireless network would also be deferred. Without the secure wireless network, museums such as Smithsonian American Art Museum, National Museum of American Indian, National Portrait Gallery, and the National Zoological Park will not be able to enhance visitors' experience by implementing, handheld, wireless, interactive guides. The scientific units will have to continue to rely on technologically obsolete workstations that cannot operate using the latest operating software and

applications. Being unable to propose state of the art equipment jeopardizes the Institution's chances of obtaining grants from many external granting agencies.

The Smithsonian will be unable to adequately maintain the Institution's security infrastructure, provide support for extended hours of operation, and meet the demand for storage to satisfy on-going collections and application requirements of Smithsonian units, or maintain e-commerce applications and deliver a web infrastructure to support web content delivery in the museums.

Additionally, the functions of the three Contract Specialists will have to be assigned to existing contracting staff members who are already handling heavy workloads for the museums they support, including the newly opened National Museum of the American Indian. As a result, it will take longer for contracting staff to complete these projects, other projects throughout the Institution will be negatively impacted, the responsible museums and program offices will be unable to keep up with schedules, and the responsiveness of the Contracting Office to Smithsonian units overall will decline. If the procurement analyst is not allowed, a systematic approach for identifying potentially high risk procurement issues before they occur or become problematic may not be implemented to the degree necessary to best serve the Smithsonian units. Without the procurement analyst to assist in enhancing oversight of unit-level purchases there will be increased risk for waste, fraud and abuse in the contract procurement program. If funding for the e-Travel initiation is not provided, the Institution will be unable to obtain the necessary contractor(s) support required by the eTravel Services (eTS) Team to validate its eTS business case analysis, and assist the eTS Team with developing and carrying out implementation or product deliverable schedules pursuant to the eTS Team final recommendations.

Finally, without these resources, the Smithsonian will not be able to continue pursuing a systematic approach to address Institution-wide human capital challenges, will not be able to implement pan-institutional training strategy, and will not be able to implement succession planning. Progress in meeting the Institution's goals will be seriously impeded by the inability to plan and assist units in managing the Institution's human capital effectively. The Institution will not be able to support the directive to achieve monthly closing of the Institution's financial statements utilizing a modernized financial management system populated with accurate information, to meet the requirement for providing audited financial statements, and to determine if the manpower currently being expended in the accounts payable arena function would be better utilized in the performance of other accounting responsibilities. As a result, the Institution would continue its current labor-intensive, manual processes.

FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	359	39,605	0	388	0	34	0	0
FY 2005 ESTIMATE	362	39,943	0	407	0	38	0	0
FY 2006 ESTIMATE	363	56,635	0	407	0	39	0	0

STRATEGIC GOALS: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
Execute an aggressive, long-range Smithsonian facilities program	351	36,411	352	53,082	1	16,671
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors and volunteers	11	3,532	11	3,553	0	21
Total	362	39,943	363	56,635	1	16,692

BACKGROUND AND CONTEXT

Facilities maintenance focuses on facility preservation and repair activities which encompass the upkeep of property and equipment. The Office of Facilities Engineering and Operations (OFEO) is responsible for maintenance and repair of an infrastructure consisting of over 9 million gross square feet in more than 450 buildings and structures on 19,000 acres (90 acres landscaped and/or hardscape), and utilizing 38 miles of perimeter fencing and over 100 lane miles of roads.

In 1990, the National Research Council (NRC) established that 2-4 percent of the aggregate replacement value of facilities (in prime condition) is an appropriate amount to budget for routine maintenance and repair. An FY 2003 assessment estimates the Smithsonian's current

replacement value to be approximately \$4.4 billion. The NRC criteria, combined with the results of comprehensive facilities assessments of Smithsonian properties, indicate that the Smithsonian should increase routine maintenance and repair funding to protect and preserve the current infrastructure.

For FY 2006, the estimate includes an increase of 24 FTEs and \$16,692,000, offset by a return of 23 unfunded FTEs. This amount includes 24 FTEs and \$16,014,000 to support the Smithsonian's efforts to further sustain and repair the current infrastructure, and \$678,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, the Office of Facilities Engineering and Operations has initiated an aggressive long-range Smithsonian facilities maintenance and minor repair program within existing funding levels, using a Reliability Centered Maintenance (RCM) approach. RCM is a Federal Facilities Council recommended maintenance philosophy that incorporates the logical and cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (352 FTEs and \$53,082,000)

- **Further develop a maintenance organization and budget to achieve world-class cultural and scientific facilities**
 - Continue benchmarking with recognized world-class operation and maintenance organizations
 - Use performance measures to show benefits if additional funding resources are available:
 - Percent of time, temperature, and relative humidity are maintained within required limits
 - Mean time between repairs of critical vertical transportation units greater than 60 days
 - Number of Operations and Maintenance Risk Assessment Codes 1 and 2 (safety) repeat findings
 - Backlog of maintenance and minor repair projects
 - Facility Condition Index (FCI)
 - Maintain customer satisfaction greater than 90%

- **Provide clean, attractive, well-maintained facilities**
 - Establish restroom cleanliness evaluation process and goals
 - Develop work processes and document results for interdepartmental offices
 - Maintain comprehensive operation and maintenance handbook
 - Increase the percentage of planned work to 55%
 - Comply with National Fire Protection Association guidelines
 - Reduce the number of HVAC sensor points out of service
- **Acquire a more effective tool for creating contract packages to improve timely delivery of goods and services**
 - Evaluate possible use of interagency contracts

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (11 FTEs and \$3,553,000)

- Ensure that appropriate physical and force protection measures (i.e. electronic security and anti-terrorism) are designed and inspected to assure maximum efficiency
- Ensure that appropriate physical measures (i.e. electronic security and exhibit cases or structures) are designed and installed for museum exhibits. Ensure measures operate as intended to minimize the risk to the Institution's collections

FY 2006 REQUEST–EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of 24 FTEs and \$16,692,000, offset by a return of 23 unfunded FTEs. Included in the request is an increase of \$678,000 for necessary pay for existing staff, which is justified in the Non-discretionary Costs section of this budget. OFEO is seeking a program increase of 24 FTEs and \$16,014,000 for essential maintenance and repair of the Institution's physical assets. The increases are as follows:

- (+ \$15,000,000, + 10 FTEs) This increase will provide funds to continue strengthening critical systems maintenance and repair throughout all Smithsonian facilities, providing a safe, healthy and productive environment for visitors and staff. Included in this increase is \$552,000 for six contract management staff, \$476,000 for four project management staff, and \$13,972,000 to support the Institution's facilities maintenance efforts.
- (+ \$490,000, + 7 FTEs) This increase supports additional maintenance requirements for the new Asia Trail exhibits at the National Zoological Park and provides \$210,000 for three mechanics, \$140,000 for two electricians, and \$140,000 for two pipefitters.

- (+ \$366,000, + 5 FTEs) This increase provides funds for maintenance functions of systems and equipment in the newly renovated Patent Office Building. The request provides \$210,000 for three maintenance and HVAC mechanics, \$78,000 for one electrician, and \$78,000 for one pipefitter.
- (+ \$158,000, + 2 FTEs) This increase provides for two maintenance mechanics to support increased maintenance requirements at the Smithsonian Environmental Research Center due to growth of programs and facilities over the past ten years.

If the FY 2006 request is not allowed, OFEO will not be able to prevent catastrophic building system failures and the resultant damage to artifacts throughout Smithsonian facilities. The Smithsonian goal of having first-class, world-renowned facilities and infrastructure will be unattainable without the requested resources.

Despite the success in increased maintenance funding levels over the past few years, the current level of maintenance funds only sustains a "run to failure" approach to maintenance. It does not cover critical maintenance requirements and does not allow the Institution to maximize the benefits gained from initial RCM implementation. Nor does it allow the Institution to build on initial benefits gained from the maintenance integration initiative that have accrued over the last year towards reversing the effects of many years of under funding maintenance across the Institution. Maintenance backlogs, already at unacceptable levels, will continue to grow and significantly increase the future costs of repair as well as subsequent capital needs if maintenance continues to be underfunded. The Smithsonian will be unable to provide adequate maintenance services to fire protection systems, elevators and escalators, and building ventilation systems, leading to accelerated deterioration of artifacts and an increase in potential for mold and microbe proliferation leading to indoor air quality problems (Sick Building syndrome), and increased energy usage.

FACILITIES OPERATIONS, SECURITY, AND SUPPORT

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2004 ESTIMATE	1,753	141,813	19	4,455	5	253	0	0
FY 2005 ESTIMATE	1,819	146,994	18	4,685	5	290	0	0
FY 2006 ESTIMATE	1,664	166,370	18	4,665	5	341	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
Offer compelling, first class exhibitions and other public programs	8	689	8	702	0	13
Enhanced Management Excellence						
Execute an aggressive, long-range Smithsonian facilities program	589	85,741	602	102,869	13	16,764
Ensure safety and protection of Smithsonian facilities, National Collections, staff, visitors, and volunteers	1,222	60,564	1,054	62,799	-168	2,599
Total	1,819	146,994	1,664	166,370	-155	19,376

BACKGROUND AND CONTEXT

Facilities Operations, Security, and Support (OSS) operates, maintains, and secures the Smithsonian's physical infrastructure under the direction of the Office of Facilities Operations and Engineering (OFEO). OFEO's mission is to provide and safeguard a quality built environment that enables staff to increase and diffuse knowledge and add to the enjoyment of visitors.

OSS integrates OFEO operational aspects and provides support for activities such as custodial work, snow removal, pest control, refuse collection and disposal, grounds care and landscaping, environmental

operations and record keeping, fire protection, security services, and central utility plant operations. Also included are personnel costs necessary to support facilities planning, architectural/engineering design planning and specification services, as well as related support services such as mail, transportation, and the payment of utilities and central rent. Centralized facilities management allows for consistent services and business processes throughout the Smithsonian and contributes to the Institution's goal of Enhanced Management Excellence.

For FY 2006, the estimate includes an increase of 14 FTEs and \$19,376,000, offset by a return of 169 unfunded FTEs. This amount includes \$2,714,000 for necessary pay for existing staff funded under this line item and \$10,742,000 for utilities and rent, which are all discussed under the Non-discretionary Costs section of this budget. In addition, 14 FTEs and \$5,920,000 will support increased operations of Smithsonian facilities.

MEANS AND STRATEGY

FY 2006 resources will enhance the ability of OFEO to meet its stewardship responsibilities by focusing efforts and resources on facilities operations and security. To achieve the Institution's goal of Increased Public Engagement, resources are used to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the Institution's goal of Increased Public Engagement, OFEO will improve the Smithsonian's facilities as part of the progress being made towards world-class cultural and scientific facilities as measured by pre-defined industry standards.

To achieve the goal of Enhanced Management Excellence, resources are focused on satisfying the ongoing operational requirements of Smithsonian facilities to meet programmatic needs. OFEO will continue to devote resources to implement and upgrade security measures at Smithsonian facilities. Requested resources will continue to address the heightened security measures necessary to address elevated risks such as those identified in the Smithsonian's May 2002 Composite Risk Assessment report.

This budget request proposes to charge travel and related minor administrative expenses that are attributable to specific capital projects, directly to that project. The salaries of the related employees are already charged to the Facilities Capital program. This change will permit total costs

to be accrued to specific projects and improve the accuracy and collection of cost information for improved management and reporting purposes.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first class exhibitions and other public programs (8 FTE and \$702,000)

- Present an Orchid Show in concert with the U.S. Botanic Garden and the National Museum of Natural History
- Continue design and development of the exhibition *Adolf Cluss: From Germany to America, Shaping a Capital City Worthy of a Republic* in conjunction with the City Museum of Washington, Goethe Institute, Heilbronn City Archives, Sumner School Museum and Archives, German Historical Institute, and the National Building Museum
- Present four academic lectures and tours relating to the history of the oldest Smithsonian facilities to increase public knowledge

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (602 FTEs and \$102,869,000)

- Continue integration of the facilities management program and related activities across the Smithsonian to improve operational efficiency and effectiveness, cost control, quality control, and accountability
- Mature performance metrics to document baseline standards for response times and quality service
- Improve the overall cleanliness and operation of public restroom facilities in response to public concerns. Make museums “sparkle.”

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (1,054 FTEs and \$62,799,000)

- Balance safe and effective physical security measures in response to the threat conditions with an appropriate level of public access to the national collections while providing optimal protection for the collections, staff, and visiting public
- Provide increased security patrols recommended in the security threat and vulnerability assessment for the National Zoological Park
- Update and maintain the Institution’s disaster management plan and individual museum/facility disaster plans through programmed table-top disaster management exercises and emergency drills

FY 2006 REQUEST–EXPLANATION OF CHANGE

The FY 2006 budget estimate includes an increase of 14 FTEs and \$19,376,000, offset by a return of 169 unfunded FTEs. Included in the request is an increase of \$2,714,000 for necessary pay for existing staff and \$10,742,000 for mandatory utilities and rent, which are all justified in the Non-discretionary Costs section of this budget. Also included is a program increase of 14 FTES and \$5,920,000 to support project requirements and increased operating requirements of Smithsonian facilities as follows:

- (+ \$3,000,000). The Institution requests an increase for utilities to supply chilled water from the General Services Administration's central plant to all Smithsonian facilities on the north side of the Mall (\$3,000,000). This \$47 million project is being implemented as a joint venture with the National Gallery of Art to provide a cost effective and comprehensive solution for cooling the Smithsonian facilities and the National Gallery of Art located on the north side of the Mall. The project will allow the Smithsonian to eliminate inefficient and outdated chiller plants, thereby lowering operational and energy costs. The Smithsonian's share of the project cost is \$32 million. The net cost will be funded from the utility account over fifteen years at a cost of \$3,000,000 annually. The estimated projected savings from the project is \$1,500,000 annually.
- (+ \$167,000) This increase supports facilities services requirements at the Smithsonian Environmental Research Center due to growth in research and educational programs.
- (+ \$185,000 and + 2 FTE) This increase will provide \$92,000 for two service workers and \$93,000 in supplies and materials to support the increased size and complexity of the buildings and mechanical systems at the National Zoological Park's Asia Trail.
- (+ \$647,000, + 1 FTE) This increase will provide \$40,000 for one laborer at the newly renovated Patent Office Building (POB) to ensure it meets benchmarked standards and the goals for operations and safety. Funds will also provide \$607,000 for supplies, materials and equipment to support facilities services requirements at the new POB.
- (+ \$387,000, + 1 FTE) This increase supports the Steven F. Udvar-Hazy Center and provides \$109,000 for one industrial hygienist who will ensure compliance with federally mandated requirements and \$278,000 to adequately fund the operations contract at this remote Museum.
- (+ \$900,000, + 10 FTEs) This increase will support the facilities services requirements at the National Museum of the American Indian. The request provides \$517,000 for nine facilities staff, \$109,000 for one industrial hygienist who will ensure compliance with federally mandated requirements, and \$274,000 for equipment, and supplies and materials.

- (+ \$634,000) These resources will support additional personnel costs to provide security services during extended summer hours of operation at select Smithsonian museums on the National Mall, ensuring the safety of visitors and collections.

If the FY 2006 request is not allowed, the Institution will not be able to provide adequate operational support to Smithsonian facilities, thus undermining the Smithsonian's ability to provide a first-class infrastructure and efforts to reverse the "crumbling infrastructure."

FACILITIES CAPITAL

FY 2004 Appropriation	\$107,627,000
FY 2005 Estimate	\$128,900,000
FY 2006 Estimate	\$166,000,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2005		FY 2006		Change	
	FTE	\$(000)	FTE	\$(000)	FTE	\$(000)
Enhanced Management Excellence:						
Complete major construction projects now underway	6	8,990	5	19,900	-1	+10,910
Execute an aggressive, long-range Smithsonian facilities program	32	119,910	41	132,100	+9	+12,190
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors and volunteers	0	0	0	14,000	0	+14,000
Total	38	128,900	46	166,000	+8	37,100

BACKGROUND AND CONTEXT

The Facilities Capital program underpins the Institution's programs by providing safe and appropriate space. The Office of Facilities Engineering and Operations (OFEO) has the responsibility to keep this space functioning in good repair. To accomplish this, OFEO must ensure that deterioration in aging Smithsonian facilities is arrested, that necessary revitalization goes forward, and that required expansion and/or construction of new facilities conforms with modern building, life-safety, and environmental codes, with minimal disruption to Smithsonian programs, staff, and visitors.

The professional engineering study *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in September 2001, outlines the requirement to invest \$1.5 billion in revitalization of Smithsonian facilities over the next decade. The National Academy of Public Administration (NAPA) study of July 2001 confirmed the magnitude of the problem. Without an aggressive and sustained program of revitalization, the Institution will ultimately fail to provide for the safety of its

visitors and staff and in doing so, will fail to honor its commitment to stewardship of the artifacts and facilities with which it has been entrusted. Through a major investment in revitalization, the Smithsonian can move beyond today's never-ending crises of breakdown maintenance, a "run-to-failure" approach, and the resultant declining facilities and embrace a more comprehensive and long-term approach to facilities stewardship.

MEANS AND STRATEGY

The FY 2006 request for the capital program represents an increased investment in the goal of Enhanced Management Excellence. With funding in the capital program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections and make incremental progress toward returning and then sustaining Smithsonian facilities at a fully functional level over the decade ahead.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the physical plant of the Smithsonian and position it for the 21st century. It is a compilation of scores of architect-engineer consultant investigations and hundreds of internal condition assessments. The facilities requirements known at this time fall into two major areas: capital revitalization and construction, and routine maintenance and repair. Adequate funding to meet both requirements is essential to sustaining the viability of the Institution's physical plant.

In the Facilities Capital Program, revitalization activities address the causes of advanced deterioration and resulting decline in the Institution's infrastructure and avoid crippling failures in building systems that can result in lost data and damage to collections or hazardous conditions for visitors and staff. The Smithsonian must spend \$150 million a year for restoration, renovation, and modernization of its facilities to meet the requirements recommended by the NAPA study. Fulfilling the Smithsonian's mission will also require construction of new facilities off the Mall, mainly to meet collections needs at the Institution's Suitland, Maryland, site.

Funding for routine maintenance and repair is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of its facilities and protect the Institution's investment in revitalization.

The Institution plans to utilize these combined resources over the next decade to arrest the downward spiral of deterioration, with the result being safe, code compliant and functional facilities to support Smithsonian programs.

STRATEGIC GOALS AND FY 2006 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Complete major construction projects now underway (5 FTEs and \$19,900,000)

- Complete 90% of the construction of Pod 5 at the Museum Support Center
- Complete VERITAS support building.

Execute an aggressive, long-range Smithsonian facilities program (41 FTEs and \$132,100,000)

- Complete revitalization of the Patent Office Building
- Complete construction of Asia Trail Phase I at the National Zoological Park
- Initiate construction of Asia Trail Phase II at the National Zoological Park
- Complete Phase I and 40% of Phase II of the core space revitalization at the National Museum of American History, Behring Center
- Complete 45% of the total revitalization of the National Museum of Natural History
- Relocate the staff and programs in the Arts and Industries Building and begin close down operations.
- Implement NAPA's recommendation to complete 35% design of projects in FY 2007 prior to requesting funding

Ensure safety and protection of Smithsonian facilities, collections, staff, visitors, and volunteers (\$14,000,000)

- Complete construction of permanent barriers for 30% of the Mall facilities
- Complete glass mitigation modifications at the Patent Office Building

FY 2006 REQUEST

The Institution requests \$166,000,000 and 46 FTEs for Facilities Capital in FY 2006 for Revitalization and Construction, plus the Planning and Design needed to support these efforts. The request represents an increase of \$37,100,000 over the FY 2005 estimate, and an increase of 8 FTEs. Construction and/or installation of anti-terrorism security measures in Smithsonian buildings and planning for the new, Congressionally directed National Museum of African American History and Culture represents an increase of \$16 million that was not envisioned when NAPA set the annual revitalization requirement at \$150 million and, therefore, pushed the FY 2006 request to \$166 million.

The Institution requests a total of 8 new FTEs in the Facilities Capital program for FY 2006. Six of these will augment the construction management staff to deal with the increased workload of projects in the proposed program. Two additional FTEs are requested in FY 2006 to implement and manage the Facilities Management System which will document building information, including detailed as-built floor plans, for each Smithsonian facility. Also, the 1 FTE previously assigned to construction of the National Museum of the American Indian Mall Museum will be redirected to revitalization projects in FY 2006. The Institution also seeks authority to charge capital program funds for travel and other incidental administration costs incurred by other staff members working on capital projects but paid from the Salaries and Expenses appropriation. This will ensure that the true costs will be accrued to each specific project and will improve the accuracy and collection of cost information for management and reporting purposes.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2006, and the related future program requirements through FY 2010.

SMITHSONIAN INSTITUTION

Facilities Capital Program Summary FY 2006 – FY 2010

CATEGORY <i>\$Millions</i>	Received				Request FY 2005	OMB Request FY 2006	Future Program ^{1/}				
	Prior	FY 2002	FY 2003	FY 2004			FY 2007	FY 2008	FY 2009	FY 2010	Outyears
REVITALIZATION											
<i>Major Projects</i>											
Arts & Industries Building	7.2	6.0			25.0	15.0		57.0	61.0	64.0	
Freer Gallery											10.0
Hirshhorn Museum											20.0
Museum Support Center								10.0			20.0
National Air and Space Museum											55.0
National Museum of American History	1.4			3.4	10.0	28.0	3.5				45.0
National Museum of Natural History	76.4	12.0	10.0	3.0	7.0	20.2	35.4	30.0	29.0	30.0	104.9
National Zoological Park	8.3	4.9	7.0	23.7	19.5	20.4	38.4	19.0	26.1	21.1	71.6
Patent Office Building	33.6	15.0	25.0	47.4	44.4						
Quadrangle											56.0
Renwick Gallery											25.0
Silver Hill Facility											21.0
Smithsonian Castle	1.0										75.0
STRI, Gamboa Development						2.0	6.0	1.1	0.1	1.8	1.8
Anti-Terrorism Protection						14.0	12.6	17.4	15.3	23.8	15.0
<i>Other Revitalization Projects</i>		30.0	21.2	12.0	6.0	25.4	42.3	17.3	14.0	15.3	ONGOING
SUBTOTAL	127.9	67.9	63.2	89.5	111.9	125.0	138.2	151.8	145.5	156.0	520.3
CONSTRUCTION											
NMAI Mall Museum	73.3	30.0	15.9								
NMNH, Museum Support Center Pod 5				9.9	8.0	19.9					
SAO, VERITAS Site Improvements					1.0						
SUBTOTAL	73.3	30.0	15.9	9.9	9.0	19.9	0.0	0.0	0.0	0.0	ONGOING
FACILITIES PLANNING & DESIGN											
National Museum of African American History & Culture Planning/Design						2.0	TBD	TBD	TBD	TBD	TBD
<i>Other Planning/Design Projects</i>	0.0	0.0	8.3	8.2	8.0	19.1	24.4	15.6	19.8	17.8	ONGOING
SUBTOTAL	0.0	0.0	8.3	8.2	8.0	21.1	24.4	15.6	19.8	17.8	ONGOING
TOTAL REQUEST	201.2	97.9	87.4	107.6	128.9	166.0	162.6	167.4	165.3	173.8	ONGOING

^{1/} The outyear program is based on the FY 2006 budget level and does not reflect the requirements as described in *Smithsonian Institution Museums and Facilities: Critical Assessment*, based on NAPA's 2001 report which recommended funding in the range of \$200 - 250 million annually throughout the planning period in order to complete the required work within a decade.

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This category provides funds for the cyclical replacement of major building systems and equipment and major renovation projects required for the preservation of the buildings, costing over \$5 million. It primarily addresses the major replacement requirements for HVAC, electrical, and other utility systems at the older buildings where systems are nearing the end of their service lives. Work also encompasses modifications to ensure compliance with life-safety and ADA codes, restore historic features, and modernize the buildings to support current program requirements.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Zoological Park	Revitalization	20,400
	<i>–Asia Trail</i>	<i>(16,000)</i>
	<i>–Replace Roofs and Skylights</i>	<i>(2,000)</i>
	<i>–Upgrade Utility and Fire Protection Infrastructure</i>	<i>(2,400)</i>
National Museum of American History, Behring Center	Revitalize NMAH, BC Public Space	28,000
National Museum of Natural History	Ongoing Revitalization	20,200
Arts and Industries Building	Close Building and Relocate Staff and Collections	15,000
Mall Facilities	Construct/Install Anti-Terrorism Protection	14,000
Smithsonian Tropical Research Center	Gamboa Development	<u>2,046</u>
TOTAL MAJOR PROJECTS		99,646

Other Revitalization Projects

Projects in this category correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major revitalization projects, however, these projects are smaller in scale, costing less than \$5 million, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Hirshhorn Museum	Repair and Waterproof Balcony	800
Museum Support Center	Improve Fire Detection & Protection	1,790
National Air and Space Museum	Upgrade Fire Alarm System	5,000
National Air and Space Museum	Waterproof Terrace at Perimeter	1,500
NMAI Cultural Resources Center	Correct Water Penetration/Condensation	650
Quadrangle	Replace Fire Alarm System	1,750
Multiple Locations	Personnel	3,700
Multiple Locations	Misc. projects \$500,000 & under	<u>10,160</u>
TOTAL OTHER PROJECTS		<u>25,350</u>
TOTAL REVITALIZATION		124,996

PROJECT TITLE: National Zoological Park Revitalization
INSTALLATION: National Zoological Park
LOCATION: Washington, DC

ASIA TRAIL

FY 2006 COST ESTIMATE (Thousands of Dollars):

Begin Construction, Phase II	16,000
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PRIOR YEAR FUNDING:

Facility Planning and Design	10,000	
Construction, Phase I	<u>41,800</u>	
Total	51,800	51,800

FUTURE YEAR FUNDING (FY 2007):

Complete construction	<u>32,500</u>
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Total	100,300 *
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* This amount does not include an estimated \$9 million in privately raised funds.

BUILDING/SITE BACKGROUND:

The National Zoological Park in Washington DC, a National Historic District, was built in the 1890s and was expanded in the 1930s. The National Zoological Park is now more than 110 years old and its age and popularity have taken a visible toll. The Zoo’s physical environment is deteriorating. Many of the largest creatures—lions, tigers, bears, elephants, giraffes, hippopotamuses, and rhinoceroses—are housed in the oldest areas. Yet families come to the Zoo primarily to see these species, sometimes called “charismatic mega-vertebrates.” The sloth bear exhibit was built in the late 1890s, for example, and the Elephant House in the 1930s.

The Zoo’s elephants are a very popular attraction, especially since the birth of the male Asian elephant Kandula in November 2001. The Elephant House is a stone structure in the heart of the Zoo’s 167-acre site, and was designed to house and exhibit African mammals.

PROJECT JUSTIFICATION:

Buildings at the Zoo vary in condition from good to failing, and over half have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. During their recent accreditation process, the American Zoo and Aquarium Association (AZA) stated that significantly increased investment is necessary at the National Zoo. The National Academy of Science and the US Department of Agriculture confirmed this requirement.

In addition to the poor condition of the facilities, the current layout of buildings and grounds is inadequate to meet current standards for the care and display of its living collections. Of immediate concern are the habitats for the elephants, whose facilities were built in the 1930s, and the sloth bears, deer and tapirs, whose facilities (before demolition to begin work on Asia Trail, Phase I) dated from the 1890s.

The National Zoo is a leader in elephant management and reproductive studies, both *on site* and *in the field*, but the elephant program has been severely stunted by inadequate space to have the animal numbers needed to create a multi-generational herd. Space is a major health and welfare issue for elephants. As ethical concerns are raised about how elephants are maintained in captivity, NZP must lead by example, providing a top-notch facility, large enough to ensure their well being. Lack of exercise is believed to be a health issue and a cause for the high stillbirth and dystocia (difficult birthing) rates seen in *captive* elephant populations worldwide. Elephants in zoos also are prone to developing arthritis and have foot problems that are due, in large part, to a lack of space for proper exercise.

The Zoo's goal is to create a multi-generational elephant herd that will allow studying a population closer in structure to what is found in nature. The Zoo predicts that this will produce more accurate data while promoting the health and welfare of elephants held in captivity. The National Zoo will be one of only a few institutions committed to (or capable of) achieving this goal within the next 20 years. A multi-generational herd will encourage more normal behaviors and interactions among the elephants, and this will be documented with careful scientifically based research on behavior and hormonal analyses.

The standards of care for elephants in 1930 are not the same today. The current building is substandard for elephants. With the birth of the male elephant in November 2001, the urgency for moving towards NZP's goal of housing and exhibiting elephants as recommended by current zoological standards has increased. A male elephant needs more space, stronger housing, and the ability to separate the keeper and the elephant at all times. The current building and yards do not meet these requirements. Additionally, the building's mechanical and electrical systems are more than 50 years old and break down frequently. It is not possible to maintain acceptable water quality due the limitations of the pools and plumbing systems.

PROJECT DESCRIPTION:

The National Zoo's renewal plan will reorganize and rebuild the Zoo, grouping animals by geographic location. As its first major component, Asia

Trail will create a compelling, Asian-themed path from the new Sloth Bear exhibit at the main entrance, to the renovated and expanded Panda House, with a series of Asian animals in between, and connecting to a new world-class Elephant Facility. In FY 2005, the Zoo will begin a comprehensive update of the Rock Creek Master Plan as part of its overall strategic planning for integrated exhibitions, collections, and facilities. The Master Plan will guide implementation of future components of the renewal plan and will build off the success of Asia Trail.

The initial phase of the Asia Trail project includes the renovation and reorganization of a 22-acre site at the Zoo to create a compelling Asian-themed path from the new Sloth Bear exhibit at the main entrance to the renovated and expanded Panda House. The project will feature many of the Zoo's most charismatic "stars" in a cohesive immersion experience: sloth bears, clouded leopards, fishing cats, red pandas, Japanese giant salamanders, and giant pandas. Asia Trail, Phase I, will include state-of-the-art interpretive displays to connect the visitor's on-site experience with current research and conservation efforts at the National Zoo, including its Front Royal facility and in the field, to reinforce the importance of ecology and habitat conservation. This phase of the project will replace deteriorated animal facilities as well as replace severely inadequate site utilities. New structures will meet current USDA and AZA animal containment regulations, will be energy efficient, and will contain fire suppression systems to reduce the hazard to the animal collection. The work includes new water service to permit installation of fire suppression systems and meet the needs of the animals, improved sewer and storm water management, new gas service, new security systems, a new fiber-optic communications backbone, and installation of new public walkways that meet ADA guidelines.

Phase II of the Asia Trail project will provide a new, larger facility for the long-range commitment to a fully integrated Asian elephant program that will advance research and breeding of this highly endangered animal and will create modern exhibition space for the visitor to experience these popular animals. This facility will allow the Zoo to house, breed, and continue important research on a multi-generational herd of up to eight adult Asian elephants. The proposed new facilities will provide adequate year-round housing, new exhibit yards, laboratory and classroom space, safe primary containment, and heavily landscaped perimeters. An innovative elephant trek feature is designed to exercise the animals as well as offer sensory stimulus outside their daily routine. Large pools and multiple enrichment devices in the animals' enclosures will allow the elephants to exhibit behavior traits currently restricted by space limitations. Accessible areas surrounding the elephant enclosures will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs. Reproductive

science laboratories, visible to the public, will allow visitors to watch Zoo scientists at work.

The total estimated cost for Asia Trail is \$109.3 million, of which \$9 million will be provided by fundraising activities. A total of \$51.8 million has been funded to date for design of both phases and construction of Phase I. The Institution is requesting \$16 million in FY 2006 to begin construction of Phase II. The resources are urgently needed in order to complete the facilities required to handle the male elephant before his sixth birthday in 2007.

PROGRESS TO DATE:

The Phase I construction contract was awarded in April 2004. Staggering increases in construction material commodities, largely due to steel and concrete prices, caused an increase to the base construction cost for Phase I to \$31 million. During the same time period, Phase II concept development changed from the renovation of an historic structure that currently houses the Asia elephants to an open area of the Zoo containing minimal structures. This reduced the cost estimate for Phase II by \$10.3M and that was applied to offset the increased cost of Phase I construction. Phase I construction is proceeding on schedule with opening expected in summer 2006.

Phase II design is progressing through 35%, with 100% design documents due in September 2005. The \$14.5 million expected in FY 2005 will be used to complete Phase I construction (\$10.3 million), and to relocate animals before the warm weather of 2005 is over that are occupying the proposed Phase II site (\$4.2 million). Following the relocation of these animals, demolition of buildings, retaining walls and utilities can begin in preparation for Phase II; construction is scheduled to start in June 2006.

IMPACT OF DELAY:

A delay would crush the Zoo's initiative to improve the quality of life for the Asian elephants, and place the elephant program at risk. Improved and strengthened elephant housing must be available by FY 2007, when the male elephant reaches age 6 and becomes dangerous to care for in the current facilities. Deferral of this project will require the Zoo to begin a search for a new home for the male elephant. Ultimately, a delay will ripple into subsequent projects intended to bring the housing of other Zoo animals into compliance with U.S. Department of Agriculture and American Zoo and Aquarium Association standards, and to correct extensive infrastructure deficiencies throughout the National Zoological Park.

REPLACE ROOF AND SKYLIGHTS AT ELEPHANT, REPTILE, SMALL MAMMAL, AND APE HOUSES

<u>FY 2006 COST ESTIMATE (Thousands of Dollars):</u>	2,000
<u>PRIOR YEAR FUNDING:</u>	7,345
<u>FUTURE YEAR FUNDING (FY 2007):</u>	2,000

PROJECT DESCRIPTION:

Among the most significant facilities problems at the National Zoological Park are the leaking roofs, skylights, and facades of several major buildings: Elephant House, Small Mammal House, Reptile House, and Ape House. Although the Zoo's long-term revitalization program will totally modernize these buildings in future years, current leaks continue to worsen and emergency repairs are no longer adequate to ensure the safety of animals and visitors. The Smithsonian is installing roofing systems that will enable replacement of the roofs now but can still be utilized when the buildings are fully restored later. The Smithsonian is using the \$4 million added to the FY 2004 appropriation and \$2 million is expected in FY 2005 to renew the façade, roof and skylights at the Elephant House, Small Mammal House and Reptile House. The FY 2005 funds will be used to survey, plan, prioritize and design façade, roof and skylight repairs at other buildings at the National Zoo. The Institution requests \$2 million in FY 2006 to continue the renovation of NZP roofs and exteriors. Funding projected for future years will renew the remaining roofs in priority order.

UPGRADE UTILITY AND FIRE PROTECTION INFRASTRUCTURE

<u>FY 2006 COST ESTIMATE (Thousands of Dollars):</u>	2,400
<u>PRIOR YEAR FUNDING:</u>	4,443
<u>FUTURE YEAR FUNDING (FY 2007-FY 2012):</u>	8,950

PROJECT DESCRIPTION:

The current utility and fire protection infrastructure is totally inadequate to meet the needs of the Zoo and to protect and support its live animal collections. A 2001 site utility study identified \$7 million of water supply, storm-water management and drainage, sewer, contaminated water, electric, steam, and other utility and landscaping work needed at the National Zoological Park in Rock Creek. The water supply issue is particularly critical, as the network that supplies the fire protection system does not

provide adequate fire flow and water pressure. The system also leaks, further exacerbating the problem. The Institution will use \$3 million expected in FY 2005 to complete utility work needed in conjunction with the Asia Trail projects discussed previously and to upgrade the fire protection water supply. Additional fire alarm, smoke detection, and fire suppression systems will also be installed in critical areas of the Rock Creek and Front Royal facilities. The Institution requests an additional \$2.4 million in FY 2006 to continue installation of fire protection systems in Zoo facilities, upgrade the sewer system at Rock Creek, and to renovate restrooms, locker rooms and keeper rooms at Rock Creek.

PROJECT TITLE: Revitalize NMAH, Behring Center Public Space
INSTALLATION: National Museum of American History, Behring Center
LOCATION: Washington DC

FY 2006 COST ESTIMATE (Thousands of Dollars):

Complete construction in central core and west wing of building	28,000
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PRIOR YEAR FUNDING:

Design	4,974	
Construct Package I	3,456	
Construct Pkg II, Central Core	<u>10,000</u>	
	18,430	18,430

FUTURE YEAR FUNDING (FY 2007):

Building perimeter renewal	<u>3,500</u>
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Total	49,930
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BUILDING BACKGROUND:

The National Museum of American History, *Behring Center* is a modern classical building built in 1964 as the Museum of History and Technology. The 752,000 square-foot building houses exhibitions that explore America's technological, scientific, cultural, and political history. The collections include the Star-Spangled Banner that inspired Francis Scott Key and exhibitions on the American presidency and the First Ladies' gowns. The annual visitation has ranged from 4–6 million.

The \$80 million gift from the Behring Foundation will allow the Museum to develop a series of thematic halls highlighting important aspects of American history and accomplishment. In 2002, the Blue Ribbon Commission recommended in its report to the Smithsonian Board of Regents that the Museum improve the architectural and aesthetic setting for exhibits, improve visitors' substantive orientation, ensure appropriate balance of exhibit themes and content, increase the Museum's reach, and enhance the prospect of effective implementation. In FY 2003, NMAH developed a set of exhibition goals, outreach objectives, and collecting plans, along with the design of a dramatic new public space revitalization, which will affect all three main exhibit floors totaling approximately 330,000 gross square feet.

PROJECT JUSTIFICATION:

The fire-detection and alarm system is outdated and requires excessive maintenance. The public rest rooms are outdated, do not meet code in fixture quantity, and are not fully accessible. In some areas, notably the second floor, the rest rooms are difficult for visitors to locate. Public circulation areas, amenities, lobbies, seating, telephones and secure coat-check facilities are worn and in disrepair. The elevators are not fully accessible and are not all on emergency power. The escalators are reaching the end of their useful life. Paths of emergency egress are not clearly defined, creating life-safety hazards for the public and staff. Fire-separation doors are a life-safety hazard and require excessive maintenance. Areas of rescue assistance are needed for persons with disabilities. Deficiencies in the mechanical system have caused extreme variations in building humidity. Steam-condensate piping and pressure reducing valve stations are in poor condition, and transformer vaults are not air conditioned, threatening power failures due to heat. Leaks from the mechanical system require constant maintenance and threaten irreparable moisture damage to the Museum collections. Site landscaping, hardscape, and special features, such as the west reflecting pool, are in disrepair, are safety hazards, and need renewal.

PROJECT DESCRIPTION:

Replace the building's fire-alarm system with new addressable fire detection and alarm system with expansion capacity. Relocate and expand the public restrooms to meet code requirements for accessibility and fixture count and the actual needs of visitors and special events. Restore public circulation and orientation areas. Upgrade elevators and escalators so they are safe, accessible, and in coordination with planned security improvements and the public space renewal. Provide capability for each elevator to operate on emergency power, and vertical transport between the first and second floors. Restore public paths of egress to emergency stairs and provide areas of rescue assistance. Re-engineer the life-safety strategy to eliminate deficient fire-separation doors. Improve Museum lighting and sound on the main public floors. Provide a new power-distribution system and correct the mechanical system, including air conditioning in the transformer vaults. Repair and refurbish site landscaping, paving, and original fountains. Construct a new pavilion at the south entrance on the Mall, to be funded through private sources.

All of the major revitalization work must be performed in conjunction with the Museum's plan to modernize its public programs. Implementation will therefore be phased to coincide with the exhibit renewal program. Completion of revitalization work in the east and central areas of the building is critical in FY 2004 and FY 2005, as they are predecessors of donor-funded activities. The Behring-funded *Price of Freedom* exhibition is

scheduled to open in November 2004, and the Star-Spangled Banner reinstallation exhibition is scheduled to open in June 2007. The Behring-funded *Introductory Exhibit* is scheduled to open in November 2007. These initiatives will be impacted without the timely construction of core visitor area amenities and support systems.

The Institution will use \$10 million expected in FY 2005 to begin construction in the central core of the building, including expanding the new addressable fire-detection and alarm system throughout the building; relocating and expanding the public restrooms to meet code requirements for accessibility with the proper fixture count for visitors and special events; restoring public circulation and orientation areas; upgrading elevators so they are safe, accessible, and in coordination with the public space renewal security improvements; restoring public paths of egress to emergency stairs and provision of areas of rescue assistance; re-engineering the life-safety strategy to eliminate deficient fire-separation doors; and correcting the mechanical system deficiencies that have caused extreme variations in the building humidity. The Smithsonian plans to request funding in future years to complete revitalization of the west wing of the building and the building perimeter work. The Institution requests \$28 million for FY 2006 to complete the work in the central core.

PROGRESS TO DATE:

The Concept Plan of this effort was completed in December 2002. Design was initiated with \$1 million in FY 2003, and will be completed using \$4 million provided in FY 2004. The \$3.4 million in revitalization funds appropriated in FY 2004 has initiated the work on the core systems on the east wing of the building, including upgrading fire detection and the alarm system at the Network Command Center; providing accessible restrooms on the 3rd floor; and correcting life-safety/fire-protection deficiencies in the public space on the third floor east wing. The work also includes new lighting, acoustical and architectural finishes. Construction in this area started in March 2004 using a design-build contract, to allow the *Price of Freedom* exhibit to open as scheduled in November 2004. The Smithsonian plans to complete remaining design work to be ready to begin construction in the central core area in FY 2005.

IMPACT OF DELAY:

A deferral of the work planned for FY 2006 would delay the opening of the Behring-funded *Introductory Exhibit* as well as the *Star-Spangled Banner* reinstallation. Failure to open these exhibits in 2007 as planned would constitute a breach of the contract with the donor, leaving future installments of the donation at risk and damaging the credibility of the Institution with other potential donors. Potential system failures such as

elevators, escalators, and incomplete coverage of fire-protection and life-safety standards will pose threats to the safety of Museum visitors, staff, and collections. Equipment and systems at the end of their useful life will continue to fail at increasing rates, be more expensive to fix later, and demand excessive amounts of maintenance staff time.

PROJECT TITLE: Ongoing Revitalization
INSTALLATION: National Museum of Natural History
LOCATION: Washington DC

FY 2006 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement And Building Renovation	20,200 *
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* Does not include \$4 million in FY 2006 request for Facilities Planning and Design to continue design of future work

PRIOR YEAR FUNDING:

Construction	96,052	
Facility Planning and Design	10,968	
Move	350	
Interim Repair	<u>1,000</u>	
	108,370	108,370

FUTURE YEAR FUNDING

(FY 2007–FY 2016)

Ongoing HVAC replacement and code Improvements	<u>229,300</u> **
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Total	357,870
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** Does not include future requests for Facilities Planning and Design to complete design of revitalization project

BUILDING BACKGROUND:

The Natural History Building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is 1.3 million square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services space constitute the remaining 1 million square feet. The Museum typically hosts 9 million visitors annually, making it one of the most visited museums in the world. In 1997, Kenneth E. Behring donated \$20 million to the Museum for several projects, including the rotunda renovation, two education programs, and a new Mammal Hall.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems installed in the early 1960s are almost 40 years old and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often

difficult to procure, and the system does not provide the environmental quality necessary for the display and curation of Museum collections.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is in the midst of a comprehensive renovation program in the National Museum of Natural History (NMNH) building that will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and the roof and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and storm-water systems and a hazardous-chemical control facility will be installed. The total cost of the renovation of NMNH may approach \$350-400 million through FY 2016 at the current funding levels. To date, \$101.4 million has been provided, and \$7 million is expected in FY 2005.

The Institution requests \$20.2 million in FY 2006 to continue replacement of deteriorated systems and renovation of the building. Specific work will include completion of the restoration of Halls 7, 8, 9, and 10 to allow installation of the Oceans Exhibit (\$8.9 million); replacement of the HVAC and associated renovation of the basement in the West Wing (\$6.5 million) and southwest third floor of the main building (\$1.7 million); replacement of main building fire pump (\$.4 million); and renovation of several critical deteriorated elevators (\$2.7 million).

PROGRESS TO DATE:

Renovation of the building and replacement of the mechanical, electrical and other systems continues. Replacement of the roof and repair of the façade and skylights was completed in early 2004. Installation of mechanical and electrical systems for the East and West wings and renovation of the East Wing 4th and 5th floors is substantially complete. Phase VI of the renovation and emergency power modification work is about 99% complete. The Phase IIC HVAC renovation of the 6th Floor West Wing was awarded in September 2003 and is 40% complete. The scope of work for this \$3.2 million project includes demolition, asbestos abatement, installation of HVAC and other utilities and renovation of the office and laboratory spaces.

The full renovation of Halls 13–16 is complete and opened in November 2003. The three federally funded projects, totaling over \$12 million (HVAC Renovation, Skylight/Attic Renovation, and Laylight Renovation) were coupled with the more than \$18 million of the Behring gift for design, fabrication, and installation of the new Mammals Exhibit.

The design is underway for the FY 2004–2007 renovation of Halls 7, 8, 9, 10 and 23, 24, 25 for the future \$18 million Ocean Exhibit which is being funded by the National Oceanic and Atmospheric Administration (NOAA). Demolition of Halls 25, 8 and 9 will begin in October 2004. Halls 7, 10, 23 and 25 demolition will begin in July 2005 in order to complete all the halls by March 2007. Design is also underway for the FY 2006 HVAC renovation of the Basement West Wing for consolidation of many facilities management functions in the building. This project in turn will permit the permanent relocation of personnel now in the Arts and Industries Building.

IMPACT OF DELAY:

If funding were delayed, building systems would continue to deteriorate and fail, and visitors would increasingly find circulation more difficult. The environmental conditions required for the Museum's collections and the visiting public could not be maintained. In addition, the Museum's exhibit re-installation program would not be able to proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Close Building and Relocate Staff and Collections
INSTALLATION: Arts and Industries Building (AIB)
LOCATION: Washington DC

FY 2006 COST ESTIMATE (Thousands of Dollars):

Relocate Staff and Collections	10,800	
Consolidate Staff and Collections	<u>4,200</u>	
Total	15,000	15,000

PRIOR YEAR FUNDING:

Design	4,000	
Begin to Relocate of Staff/Collections	<u>25,000</u>	
Total	29,000	<u>29,000</u>

Total 44,000**

** Does not include the cost to restore the building or funds already provided for design of the restoration (\$13.2 million).

BUILDING BACKGROUND:

To ensure the health, safety and welfare of staff, visitors, and collections, the Board of Regents directed the Smithsonian close the building to the public as of January 11, 2004, and concluded that staff and collections must vacate the building by the end of 2005. This will require the relocation of all staff, collections, and other activities now housed in the building.

Designed to house the rapidly growing National Museum, the 198,000-gross-square-foot Arts and Industries Building (AIB) was completed in 1881. Built to house the U.S. National Museum, including objects given to the Smithsonian after the 1876 Centennial Exposition, the building presently houses administrative offices, the Discovery Theater for children, and the Smithsonian's daycare center for infants and toddlers. The Smithsonian Institution Archives (SIA), which includes the papers of the first Secretary, Joseph Henry, the central Office of the Chief Information Officer (OCIO), and the headquarters of the Smithsonian Office of Protection Services (OPS) are the largest tenants of the building. About 430 Smithsonian employees occupy the building. Average annual visitation prior to public closure was approximately 900,000.

PROJECT JUSTIFICATION:

The building's current condition is extremely poor. Despite ongoing maintenance, roof leakage continues to cause further damage to the roof structure, other building components, paint, and plaster. Paint is peeling at

an increasing rate, which in turn increases the risk of staff and visitor exposure to lead.

The persistent roof leaks and falling debris from the metal ceiling panels prompted the Smithsonian to commission an extensive independent survey and analysis of the condition of the AIB roof in 1998. Corrosion of the wrought-iron trusses at that time was not severe, but the study recommended replacement of the roofing panels and covering "within two or three years" to lessen the risk of significant further corrosion. Following the snowfall over the Presidents' Day weekend in February 2003, a significant new leak appeared in the building, causing plaster to fall to the floor of the gallery in the North Hall. The roofs of two buildings in the metropolitan area, the B&O Railroad Museum in Baltimore and the O Street Market in Washington, collapsed under the weight of the heavy snowfall. Both these buildings were built within five years of the construction of the AIB and employed very similar construction technologies. An emergency inspection of the AIB roof was performed by a structural engineer, temporary protection was erected, and a further evaluation of the roof was commissioned. The results of that study confirmed the need for action. The corrosion of the trusses continues to progress slowly, but has not yet progressed to the point that the trusses are likely to fail. The condition of the metal ceiling panels and plywood structural panels, however, has deteriorated to the point that portions "are in danger of falling to the floor below" in public and staff spaces. Although it is impossible to predict when, a partial failure of the roofing may occur at any time, with consequences including serious injuries to occupants and visitors and catastrophic damage to sensitive information infrastructure or archival records. The 2003 structural survey report recommended that "... a permanent roof repair/replacement program be implemented within two years in order to ensure the safety of the museum patrons."

The last major renovation of the building systems took place in the 1970s. The HVAC, electrical and plumbing systems and equipment are now nearly 30 years old and break down with increasing frequency. Temporary repairs to building systems are increasingly ineffective, expensive, and hazardous, due to the presence of lead-based paint and asbestos throughout the building.

PROJECT DESCRIPTION:

Relocation plans for AIB occupants have been developed under various scenarios including existing Smithsonian space and leased space, balancing programmatic efficiency and cost. In addition to offices, several specialized spaces must be relocated, including collections (archives, requiring heavy floor-loading), public programs (the AIB exhibition program and Discovery

Theater), the infant/toddler day care center, and the Institution's entire central computer center and support spaces. The Institution expects \$25 million in FY 2005 to fund the relocation of approximately sixty percent of the AIB occupants and critical technical infrastructure to owned and leased space. To complete the move of staff, collections and equipment from the A&I Building, another \$10.8 million will be required in FY 2006. An additional cost of \$4.2 million is included in FY 2006 to consolidate the Smithsonian Institution Archives (SIA) and the Office of the Chief Information Officer (OCIO) from various remote and local locations into the new, permanent location(s). This consolidation will take advantage of this unique opportunity to eliminate a number of operating inefficiencies for both units. Currently, OCIO staff and equipment are located in several different buildings with inadequate environmental and security controls, requiring daily travel time between sites even for routine tasks. SIA collections are located in a number of geographical locations, which hampers comprehensive treatment and use of the materials by staff and scholars.

PROGRESS TO DATE:

Planning has been underway for the relocation of collections, programs, and occupants since the decision was made to close the building. Plans for new facilities for the Discovery Theater and the infant and toddlers daycare programs have been completed by OFEO staff and those programs are expected to move to their new locations in the Fall of 2004. Design is underway for the relocation of the first administrative offices to currently leased space in nearby buildings. Funding expected in FY 2005 will be used to continue to implement the modifications and space fit-out of new space, and to move the collections and occupants by the end of 2005. The remaining staff and programs will be moved in early FY 2006. The final cost of the relocations will depend on the approved scenario for fit-out of currently leased and owned Smithsonian space and the leased acquisition of new facilities. Initial year lease costs are included in the project totals, with subsequent annual lease funding requested in the Salaries and Expenses portion of this budget. Design and construction costs for "mothballing" the historic structure are currently being developed.

The Smithsonian has completed the design of the AIB restoration project to approximately the 50% stage, and a final \$10 million is estimated in FY 2007 to complete design. The total renovation of the Arts and Industries Building is currently programmed to begin in FY 2008. The Institution plans to seek funding in the future for the revitalization project. The Bill authorizing establishment of a National Museum of African American History and Culture included AIB as one of the possible locations of the Museum. Until the site is chosen, additional work on the AIB renovation has been put on hold.

IMPACT OF DELAY:

The staff and programs at the Arts and Industries Building must be relocated for compelling safety reasons. If funding is not approved, cuts to other critical programs across the Institution would be required to obtain necessary resources to relocate its occupants and contents, with significant adverse impact to programs and facilities.

PROJECT TITLE: Gamboa Site Development
INSTALLATION: Smithsonian Tropical Research Institute
LOCATION: Panama

FY 2006 COST ESTIMATE (Thousands of Dollars):

Purchase Gamboa site 2,046 *

* Does not include \$1.2 million requested in Facilities Planning and Design for design.

PRIOR YEAR FUNDING: 0

FUTURE YEAR FUNDING (FY 2007 – FY 2010): 10,800

Total 12,846

BACKGROUND:

The Smithsonian Tropical Research Center (STRI) is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI is currently leasing (with an option to buy) 13 acres from the Republic of Panama at a location in Gamboa, at an annual cost of \$50,000. Every two years this lease is adjusted to 3% of appraised land values. Also, the Republic of Panama has given to STRI, free of charge, custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island Nature Monument (BCI), over which STRI also maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution and is adjacent to the 55,000 acre Soberania National Park, considered the most accessible moist forest in central and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role tropical plants and soils play in global climate change models, and for enriching knowledge of tropical biodiversity.

PROJECT JUSTIFICATION:

Current conditions in Gamboa would indicate that real estate prices could soon increase from \$35/m² to \$100/m² because of a recent transfer of public land to private and the soon-to-be announced \$7-8 billion Canal expansion plans. Increasing land values will raise the annual rent rates (3% of appraised land value), perhaps tripling the cost of the lease, and will make future purchase of real estate more expensive. All of these factors point to the necessity of an early purchase and development of the Gamboa site in order to sustain ongoing research at STRI.

Further, the contract between the Smithsonian Institution (SI) and the government of Panama concerning the 13 acres in Gamboa, includes a provision requiring the Institution to invest a minimum of 1 million dollars to construct and furnish a Research and Education Center, and a Coordination, Supports and Housing Center for scientists and students. The contractual intent of the Republic of Panama is to insure that SI is developing the properties and to commit SI to construct space that will replace the research and classroom space currently provided by the lease of another Gamboa property (Gamboa Schoolhouse), which STRI is obligated to return to the Republic of Panama. To date, STRI has obligated \$250,000 to the development of the property (13 acres), but these funds were directed towards the construction of experimental greenhouses and do not meet the lease obligation to replace the research and education activities. If money is not invested in the property, or if the land is not purchased, Panama could hold SI in breach of contract and recover the properties. Less severely, Panama could demand the return of the Gamboa Schoolhouse before sufficient space is constructed to house the programs and personnel currently located there. The contractual agreement with the Panama Government explicitly states that SI cannot register improvements to leased land. Thus, in the event that the lease is terminated, any SI investment in Gamboa facilities would be lost. It has also been indicated that Congress would not be inclined to provide money for construction of SI buildings on property we did not own. Without purchase of the land it would seem quite difficult and risky to attempt any capital investment in the property.

PROJECT DESCRIPTION:

The acquisition of the property will permit STRI to demolish or transfer approximately 48,000 SF of old, expensive to maintain buildings in Panama City. The site development plan for Gamboa calls for approximately 61,000 SF of new laboratories and offices, a 7,000 SF education center, and 2,200 SF infrastructure for sewage, generator, and waste disposal to be built over 10 years. A key element of the plan is to consolidate the terrestrial research

program from its current urban location to a more rural site adjacent to the Canal Watershed and unique ecosystem of the protected Soberania National Park. This area will provide excellent conditions such as lack of pollution, natural ambient light, field space availability, and improved access to research sites to conduct scientific research. The research staff, currently located at 3 sites and in 4 different buildings, will be relocated to the Gamboa campus. Administrative staff, currently located in 3 buildings, will be relocated to the Tupper Center on the edge of Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location permitting improved flow of ideas and major equipment sharing.

For FY 2006, the Institution requests \$2,046,100 to buy the 13 acre Gamboa site. Resources are also requested in Facilities Planning and Design (\$1.2 million) to begin design for the required facilities modifications and expansions necessary to support full operation. The Smithsonian will seek future year funding to implement site development at Gamboa.

PROGRESS TO DATE:

STRI's 1986 Facilities Master Plan identified development required for the Gamboa site, including dormitory renovation, dock construction, a new laboratory building, a vivarium and insectary, and a maintenance shop and emergency generator. STRI has completed the dormitory renovation and dock construction, and the vivarium and insectary are under construction.

IMPACT OF DELAY:

A delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency. A delay in purchasing the land would further jeopardize Smithsonian ownership of planned improvements to currently leased land, and could result in greatly increased lease or purchase costs in the future.

PROJECT TITLE: Construct/Install Anti-terrorism Protection
INSTALLATION: Mall and off-Mall Facilities
LOCATION: Washington DC and New York City

FY 2006 COST ESTIMATE (Thousands of Dollars):

Construction of permanent barriers, pop-up barriers and guard booths	11,000	
Glass Mitigation	<u>3,000</u>	
	14,000	14,000

PRIOR YEAR FUNDING (S&E and Supplemental funding):

Design	2,100	
Construction of permanent physical security barriers at Mall facilities	9,425	
Anti-shatter film (window hardening)	<u>1,400</u>	
	12,925	12,925

FUTURE YEAR FUNDING (FY 2007–FY 2011) 84,100

Total 111,025

PROJECT BACKGROUND:

The Institution is responsible for the security and safety of an extensive and complex physical plant that includes 16 buildings that house museums and galleries in Washington DC and New York City; a National Zoological Park in Washington and animal conservation center in Front Royal, Virginia; and restoration and storage buildings and centers for research and education in a number of locations throughout the country and in the Republic of Panama. Smithsonian facilities receive over 25 million visits per year, support important research activities, and provide space for the care and long-term preservation of living collections and artifacts representing our national historical and cultural heritage and the record of the natural world around us. Since the terrorist attacks on New York and Washington on September 11, 2001, the Institution developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum, and minimizing the damage to people, collections, and buildings should such an event take place. With the help of outside experts, staff performed risk assessments, reviewed security and disaster preparedness plans, and commissioned blast assessments for Smithsonian public buildings. This resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers separating the buildings from the street; installation of anti-shatter window film (or interior retro-fits) to mitigate the effects of glass window walls and doors shattering during a blast event; increased building perimeter camera surveillance; improved building

emergency voice systems; secured non-public building areas with electronic access control; electronic screening of mail and visitors for the most heavily visited museums; protection against chemical, biological & radiological attack; and mitigation against the effects of blast and progressive collapse.

The Institution installed temporary physical barriers around most major museum buildings with funding received in the FY 2002 Anti-Terrorism Supplemental, and increased security officer presence outside its buildings. Funding received in FY 2003 Salaries and Expenses is providing Phase I funding for permanent capital improvements that involve more complex design, construction, and installation issues and require appropriate approvals from the Commission of Fine Arts and the National Capital Planning Commission.

PROJECT JUSTIFICATION:

The Smithsonian is included in the "National Strategy for the Physical Protection of Critical Infrastructures", dated February 2003. Risk assessments conducted at the Smithsonian since September 11, 2001 have recommended new security measures for all Smithsonian museums and facilities. The popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation distinguish the Smithsonian facilities from other government office buildings.

PROJECT DESCRIPTION:

The anti-terrorism program consists of multiple projects to reduce the Institution's vulnerability, including Mall-wide site adaptations, modifications to building perimeters and additions and modifications to building systems. The program will be implemented over multiple fiscal years with emphasis on the highest priority projects to reduce Smithsonian vulnerability to attack. The full program includes the following elements:

- *Construct Permanent Physical Security Barriers:* Install hardened perimeter barriers, pop-up barriers & guard booths to provide a reasonable standoff distance from Smithsonian facilities thus ensuring vehicles carrying explosives cannot drive immediately adjacent to building exteriors.
- *Mitigate Window Glass Hazards:* Modify windows, including film application with frame restraints or interior retro-fits to prevent glass from shattering into deadly shards.
- *Install Perimeter Camera Systems:* Provide exterior surveillance cameras and monitoring in the security control rooms. Full-time recording by these cameras will provide invaluable investigative

information in the event of a potential security or terrorist related event.

- *Provide Electronic Access Control:* Install electronic access control (card readers) at all public/staff separation points throughout Smithsonian facilities to restrict the public's ability to gain access to sensitive and critical areas.
- *Modify Air Intakes for Chemical, Biological, and Radiological Mitigation:* Modify and protect facility air intakes and HVAC systems at all Smithsonian facilities to prevent or reduce the impact of a potential chemical/biological/radiological attack against major metropolitan areas or the Smithsonian.
- *Provide Permanent Public Visitor Screening at NMNH and NMAH:* Install adequate numbers of magnetometers and x-ray equipment at each entrance of these two museums. This will improve security and speed visitors' entry process into these popular museums. Planning and design studies are being conducted; however, no funding is currently defined for implementation.

The Institution requests \$14 million in FY 2006 for design and construction of Phase II of the permanent physical barriers around Smithsonian facilities on the National Mall (\$11 million); and to design glass mitigation at the National Air and Space Museum and install glass mitigation at the Patent Office Building (\$3 million). The work at the Patent Office Building must be completed before the building reopens to the public in July 2006, in order to avoid further disruption.

PROGRESS TO DATE:

The Institution has completed risk assessments of all major SI facilities; completed blast assessments of NMNH, NMAH, NASM, SIB/AIB, POB and HMSG; installed temporary barriers around NASM, NMNH, and NMAH and partial barriers at HMSG; AIB/Quadrangle/Freer; implemented full electronic screening of all visitors at NASM and temporary screening at NMNH and NMAH; completed installation or awarded contracts for select CCTV, emergency voice (or PA) systems and glass mitigation projects. Perimeter barrier design for NASM is final and the construction contract awarded in September 2004. The 35% design for the balance of the Mall facilities will be completed early in FY 2005. Glass mitigation is complete at some facilities and is ongoing or in design at others.

Design of the permanent barriers will adhere to the National Capital Planning Commission's guidelines which define a contextual zone for the National Mall district from neighboring zones of Capital Hill, Federal Triangle and SW Federal Center. The Smithsonian designs will reflect the architectural

materials and styles of the Mall museums and facilities and will include bollards, low walls or planters, security kiosks, hydraulic vehicular barriers, and lift gates.

IMPACT OF DELAY:

If the requested funding is not provided for the outlined initiatives there is an increased likelihood of damage to people, collections and buildings in the event of a terrorist attack. The Smithsonian name, symbols of American culture and achievements, and the large numbers of public visitors make it an attractive target to terrorists. The lack of necessary anti-terrorism protection increases the Institution's vulnerability.

PROJECT TITLE: Repair and Waterproof Balcony
INSTALLATION: Hirshhorn Museum and Sculpture Garden
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): 800

PROJECT DESCRIPTION:

The third floor balcony at the Hirshhorn Museum is not in compliance with current safety and accessibility standards. Therefore, the museum has not been able to open the balcony, which overlooks the National Mall, for public events as designed. In addition, water seeps from the balcony through the building window wall during strong rainstorms or snowfalls, soaking the carpet in the adjacent gallery. The project will bring the balcony in compliance with current code requirements and replace failed drainage and waterproofing components. The balcony will once again be open for museum-sponsored events, and water problems in the public gallery will be eliminated.

PROJECT TITLE: Improve Fire Detection and Protection
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2006 COST ESTIMATE (Thousands of Dollars): 1,790

PROJECT DESCRIPTION:

The construction of the Museum Support Center was completed in 1983. Many modifications have been made to the building and fire detection system over the last twenty plus years. The impact of these modifications and the aging of the fire detection system have rendered it unreliable. Repairs are needed more frequently and parts for the aged system are becoming more difficult to locate. In summary, the fire detection system has outlived its useful life and its reliability is putting the collections stored in the building at increasing risk. This project will totally replace the existing fire detection system with current state of the art equipment. It will provide for anticipated expansion for the next twenty years. A delay of this project will allow the existing system to continue to deteriorate in reliability. As this happens, the risk of potential loss of the collections and research data from any fire and associated smoke and water damage increases.

PROJECT TITLE: Upgrade Fire Alarm System
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): 5,000

PROJECT DESCRIPTION:

The National Air and Space Museum was opened to the public in July 1976. As exhibits were changed and added and the building was modified to meet these changes the fire protection system was extended and modified many times. The existing system has no further expansion capability and revised exhibits are being installed with minimum detection, exposing public areas to inappropriate risk. The numerous modifications to the system over the years have resulted in so many different types and ages of components that any further partial upgrades will not provide the protection needed. This project will completely replace the existing system with one that is state of the art, meets the current needs and has the capability to be expanded to meet the anticipated needs of the museum over the next twenty years. The existing system will then be removed and newer components that can be used to make future emergency repairs will be salvaged.

PROJECT TITLE: Waterproof Terrace at Perimeter
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): 1,500

PROJECT DESCRIPTION:

Within a few years after the construction of the National Air and Space Museum leaks into the garage began to appear, causing rusting of structural steel members and damage to insulation on pipes and ducts and to materials stored in the garage. Several leaks have been corrected. The waterproofing around the planters has been replaced. The stone façade has been cleaned, repaired and resealed and the window wall, along with its base flashing, has been replaced. While this has stopped a majority of the leaks, several still exist, especially at corners and the exterior stairwells. The Institution completed a test in the northwest corner and determined that no flashing was installed under the stone along the perimeter. Flashing in the test area has been in place for four years and no leaks in that area have returned. This project includes the removal of the bottom course of marble and two courses of the granite pavers, installation of flashing at the base of the building, and resetting the salvaged stone around the perimeter of the building. It also includes waterproofing the stairwells and repair of leaks

through the foundation walls. Completion of this project will arrest the leaks and protect against further damage to the structural steel, insulation and stored materials.

PROJECT TITLE: Correct Water Penetration and Condensation
INSTALLATION: NMAI Cultural Resource Center
LOCATION: Suitland, Maryland

FY 2006 COST ESTIMATE (Thousands of Dollars): 650

PROJECT DESCRIPTION:

The Cultural Resource Center began to experience failures in the moisture barrier of the envelope within the first five years after construction was completed. These leaks have put many of the collections at risk of being damaged by water infiltration. Collections often have to be covered with polyfilm sheets during rains and for a few days after heavy storms are over. This project will include roof repairs, façade and window sealing, and foundation wall repairs. Some studies have been completed and others are ongoing to determine the sources of water infiltration into the building. All this is being done to gather data to be used during the design phase of the project. Completion of this project will protect the collections and the building itself from possible damage due to water intrusion.

PROJECT TITLE: Replace Fire Alarm System
INSTALLATION: Quadrangle
LOCATION: Washington, DC

FY 2006 COST ESTIMATE (Thousands of Dollars): 1,750

PROJECT DESCRIPTION:

The existing fire alarm system in the Quadrangle is outdated and obsolete, making it difficult to obtain repair parts. In addition, there are accessibility and fire code deficiencies that need to be addressed. This project will provide a modern fire alarm system, will replace outdated devices and failed/failing wiring throughout the museum, provide additional fire suppression protection to refrigerated storage areas and elevator machine rooms, and bring the museum's fire protection into compliance with current fire codes.

PROJECT TITLE: Personnel
INSTALLATION: Multiple Locations
LOCATION: Smithsonian-wide

<u>FY 2006 COST ESTIMATE (Thousands of Dollars):</u>	3,700 *
<u>PRIOR YEAR FUNDING (FY 2005):</u>	3,000
<u>FUTURE YEAR FUNDING (FY 2007):</u>	3,800

* Additional construction management staff is budgeted for the Patent Office Building renovation project (5 FTEs), the Pod 5 project (5 FTEs), and the Facilities Management System (2 FTEs) and are included in the descriptions of those projects.

PROJECT DESCRIPTION:

This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 34 FTEs will be funded from the \$3.7 million, which includes 6 new FTEs and one FTE previously authorized for the National Museum of the American Indian Museum construction project, to manage the increased workload in the proposed capital program. Twenty nine of the 34 FTEs are construction management engineers and will cost approximately \$3.2 million in FY 2006. The engineers directly supervise construction contractors on site performing revitalization work, exhibits construction, and other modifications in Smithsonian buildings to be sure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as Contracting Officer's Technical Representatives. These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget. The 6 new FTEs, as well as the 1 FTE previously authorized for the NMAI construction project, will augment current construction management staff to enable the Institution to manage the larger volume of projects in the proposed FY 2006 capital program.

This request also funds five contract specialists providing support to all aspects of the procurement process for acquiring the necessary contract services to execute the capital program. These five positions will cost approximately \$500,000 in FY 2006 and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the capital program.

CONSTRUCTION

Projects in this category represent an investment in the continuing vitality of all Smithsonian programs. The creation of the Air and Space Museum's new Steven F. Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall are recent examples that testify to the vigorous spirit of public outreach that will bring more visitors in touch with their national collections. Furthermore, advances in science demand new locations for research and plant expansion to sustain increasingly complex research requirements. The Institution is also committed to providing appropriate, safe, and secure storage and care facilities for its extensive and valuable collections.

<u>Location</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Construct Pod 5	19,900
TOTAL		19,900

PROJECT TITLE: Construct Pod 5
INSTALLATION: Museum Support Center
LOCATION: Suitland, MD

FY 2006 COST ESTIMATE (Thousands of Dollars):

Complete construction	19,900
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PRIOR YEAR FUNDING:

Facility Planning and Design	2,400	
Construction	<u>17,876</u>	
	20,276	<u>20,276</u>

Total	40,176
-------	--------

BUILDING BACKGROUND:

The design and construction of Pod 5 is a high priority safety and security project. The Smithsonian has the world's largest collection of animal and botanical specimens preserved in alcohol, including a unique "type" collection of fishes that is the world-wide standard against which all fish species are compared. The irreplaceable collection of the National Museum of Natural History (NMNH) is at risk of total loss because the containers of highly flammable alcohol (flash point of approximately 70° F) are stored in spaces at the NMNH building on the Mall that do not meet fire-code standards. In addition, the events of September 11, 2001, have put a higher level of emphasis and increased necessity on proceeding with this project.

PROJECT JUSTIFICATION:

Currently, approximately 365,000 gallons of alcohol preserves these collections in six locations in the building. In many aspects, the spaces that house these alcohol-stored collections do not comply with National Fire Codes. All the storage areas are interior rooms with no means to naturally ventilate them in the event of a fire, increasing the risk of explosion and making it dangerous for fire fighters. The fire codes limit the size of such rooms to 500 square feet. All of the Museum's collection storage rooms far exceed this size, with several exceeding 15,000 square feet. The codes require flammable liquid storage rooms to have liquid-tight floors and spill-proof containment or drainage, but the Museum's rooms do not. A major spill, or a fire involving the application of lots of water, will spread liquids to adjacent areas and lower floors. The codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with adequately designed ventilation and fire suppression systems. The walls, floors, and ceilings throughout this building are riddled with holes that would allow a fire to spread, the ventilation systems are inadequate, and the fire systems could easily be overtaxed. The current alcohol storage

within the building puts the entire landmark structure, the collections, Smithsonian staff, and the visiting public at risk.

Renovating the existing space in the Mall Museum to become code compliant can only be achieved through extraordinarily disruptive and costly means. The resultant space would only house a fraction of the collections now located on the Mall due to the 500 square foot maximum for each storage room called for in the National Fire Codes. The safest solution is the construction of a fifth pod at the Museum Support Center in Suitland, where security inside the perimeter fencing provides the lowest risk. The fifth pod would effectively isolate the alcohol collections from vulnerable, less volatile collections in nearby existing pods.

Alcohol-stored collections, in hundreds of thousands of glass and metal storage containers, will be moved to Pod 5. However, while the preserved specimens will be housed in a state of the art, code compliant storage pod, it will not be possible to achieve the safe, efficient, and non-degenerative maintenance of the specimens within Pod 5 without adequate nearby laboratory space. Current maintenance facilities near Pod 5 do not comply with National Fire Codes for use of alcohol specimens in the amount necessary to properly maintain the collections. The current facilities have a number of life safety deficiencies, such as no natural ventilation, no liquid-tight floors and spill containment or drainage, inadequate fire wall ratings and fire separations, and an inadequate fire suppression system. Common maintenance of alcohol preserved specimens in this area will put the surrounding irreplaceable "dry" collections, Smithsonian staff, and fire-fighters at risk. With the movement of the alcohol preserved collections to Pod 5, the collections must be maintained in an adjoining laboratory specially designed for the higher fire standards necessary to work with alcohol stored specimens.

PROJECT DESCRIPTION:

The project includes a 92,500 gross square foot storage pod with mobile compactor shelving, a 27,000 gross square foot collections maintenance laboratory, and a utility and access connector to the Museum Support Center. The new addition will house the alcohol collections from NMNH and some of the scientific and curatorial staff working with those collections. Additional workspace will be obtained through miscellaneous, fire related renovations to existing nearby laboratory spaces as necessary. The new pod will contain three levels of storage specifically designed for large volumes of alcohol preserved specimens in different types of containers. The height and floor plan of the pod was determined based upon the requirement to provide appropriate space above and around the containers to provide adequate ventilation, fire suppression, fire alarm, and

compartmentalization of any fire outbreak. These requirements have reduced the net usable space within the pod and thus required the incorporation of new mobile compactor shelving systems that are suitable for use with this kind of collection. The new pod is in accordance with the approved master plan for the Suitland campus.

The total cost of the project is now estimated at \$40.2 million, a significant increase over the initial FY 2003 estimated cost of \$30.4 million to construct this unique alcohol collections pod and laboratory building. The reasons for the cost increase are threefold: 1) a world-wide increase in steel and other building materials; 2) the requirement to include more complex fire detection and suppression systems to meet life safety codes; and 3) the need for mobile compactor storage equipment in order to house all the alcohol collections now in NMNH. The construction industry is currently experiencing a major spike in critical materials costs worldwide, which has added over 15% to the overall project cost. Steel prices (up 65%), pipe (up 35%), lumber (up 28%), copper (up 45%) and other high volume items in the project combine to increase fire protection, plumbing, HVAC, electrical, shelving, and controls costs. The facility has large amounts of steel reinforced concrete structure, HVAC air handlers and ductwork, and fire sprinkler pipe. Steel is also the major component of the storage equipment to be used in the building. In addition, the initial cost projection was based on schematic estimates using the similar designs of the existing Pods 1-4, which house "dry" collections, and applying what was considered at the time to be an adequate increase in the level of fire protection needed to accommodate the alcohol in the building. However, as design progressed, it was determined that in order to meet current National Fire Codes, the building would require a much higher level of fire safety similar to a heavy duty flammable liquid processing and storage facility. The need to design a high fire standard alcohol storage versus a dry materials storage facility with added fire safety has caused a change in the systems and equipment needed in the building. This in turn increased the overall cost by over 10%. There is no comparable facility of this magnitude to use as a basis for design criteria. The schematic design, although accounting for normal fire safety criteria, never contemplated the complexity of the additional requirements for the higher levels of fire suppression (added sprinklers and water flows), fire detection (heat, smoke, and vapor), interior floor grates and drainage (to reduce the size of any alcohol spill or fire), ventilation (capable of keeping the air temperature at 65 degrees; added air exchanges per hour to reduce alcohol vapor concentration), structural (4 hour fire walls versus a normal 2 hour requirement for an average building), emergency generator (sized to be capable of maintaining temperature and air exchanges) and fire compartmentalization. Finally, in order to fit these required items into the Pod and laboratory, floor space was needed, thus decreasing the usable net

space available for collections storage. This mandated the need for mobile compactor shelving as a means of obtaining enough storage space to move all the alcohol specimens from the Mall. To reduce these materials and safety costs, the Institution investigated a number of options to complete the facility within the original estimate. The overall size of the storage pod was reduced (from 120,000 SF to 92,500 SF) and the laboratory was scaled back (from 42,000 SF to 27,000 SF). A value engineering study is underway. Further reductions to the scope, however, would render the final building unsuited for the storage and care of the alcohol collections. The project as currently proposed will provide the minimum space needed to move the alcohol collections from NMNH and support essential collections maintenance activities.

The Institution received \$9.9 million in FY 2004 and expects \$8 million in FY 2005 to begin construction using a multi-year contracting mechanism. These resources include 5 FTEs beginning in FY 2004 for construction management staff to supervise the construction contract. The Institution requests the remaining \$19.9 million in FY 2006 to complete the facility.

PROGRESS TO DATE:

The Institution has awarded a design contract, and design is underway. The contract calls for delivery of final design documents by the early December 2004. The current schedule indicates award of the construction contract in the third quarter of 2005, and construction completion in late 2006.

IMPACT OF DELAY:

In order to improve safety for staff, visitors, and the collections themselves, it is essential to provide code-compliant, secure storage for the collections preserved in alcohol as soon as possible. The National Museum of Natural History and its staff, visiting public, and collections remain at risk with the alcohol collections inadequately protected within the building on the Mall.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessment, and design for capital projects are required before work can take place. Resources in this category include all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging and research activities, similar to Department of Defense and NASA. The funding will allow development of project baselines, including costs, scope, and schedule, prior to receiving funding to perform the work.

In order to plan and design ahead of capital program execution, funding of about 10% of the following year's program is required each year. The funding requested for FY 2006 will provide necessary planning and design to at least the 35% stage for most projects included in the planned FY 2008 program, and will complete design for projects planned for FY 2007. This will move the Institution closer to meeting NAPA's recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

The specific components of the request for FY 2006 include the following:

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Design Renovation of Pod 3	1,000
National Museum of Natural History	Continue Design of Revitalization	4,000
National Zoological Park	Design Valley Revitalization (Seal/Sea Lion)	4,000
Smithsonian Tropical Research Institute	Design Gamboa Development	1,200
Multiple Locations	Comprehensive Facilities Master Planning Studies	2,400
Multiple Locations	Facilities Management System	1,754
Multiple Locations	Miscellaneous Facilities Planning and Design	4,750
National Museum of African American History and Culture	Begin Planning and Design	<u>2,000</u>
TOTAL		21,104

If resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range capital program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality over the next decade.

**SMITHSONIAN INSTITUTION
Fiscal Year 2006 Budget Request to OMB
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Information Technology Projects

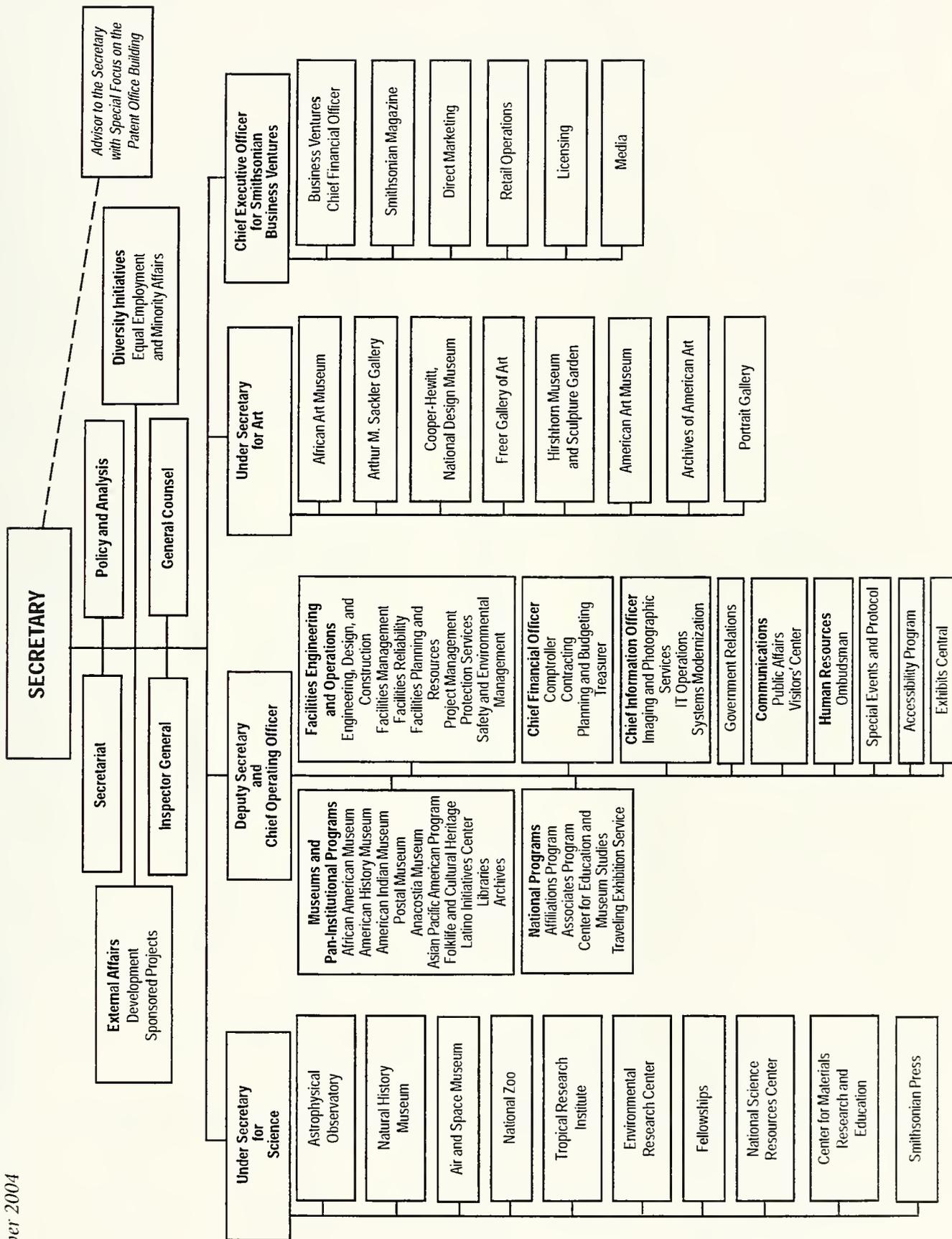
The Exhibit 300s for the systems that follow vary in length. While they have not been provided here, they have been sent electronically to the Office of Management & Budget, together with self-evaluations of each.

- Enterprise Resource Planning System (ERP)
- Facilities Management System (FMS)
- Art Collections Information System (ArtCIS)
- National Museum of the American Indian Collections Information System (NMAI CIS)
- National Museum of American History Collections Information System (NMAH CIS)
- Smithsonian Institution Research & Information System (SIRIS)
- National Air & Space Museum Collections Information System (NASM CIS)
- National Museum of Natural History Research & Collections Information System (NMNH RCIS)
- National Postal Museum Collections Information System (NPM CIS)
- SAO Scientific Computing

POB Reopening
Smithsonian Exhibition Tracking System (SETIS)
Managed Information Technology Infrastructure (MITI)

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**VISITS TO THE SMITHSONIAN
FY 1999–FY 2003**

<u>MUSEUM</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
MALL					
SI Castle	1,854,903	1,836,963	1,857,990	1,611,325	1,126,752
A&I Building	742,415	868,171	1,167,490	938,107	841,019
Natural History	7,076,380	9,489,272	9,100,091	6,049,472	5,568,532
Air and Space/Silver Hill	9,410,872	9,008,608	9,831,447	7,568,384	10,800,305
Freer Gallery	364,305	347,607	306,065	392,380	308,839
Sackler Gallery	213,276	224,151	192,296	212,197	163,251
African Art	245,786	234,295	214,775	179,789	166,271
Ripley Center	333,537	502,334	555,183	267,011	249,819
American History	5,680,001	6,261,715	5,798,993	3,994,498	2,720,327
Hirshhorn	795,646	951,570	731,453	687,118	625,580
OFF MALL					
American Art/ Portrait Gallery ¹	362,854	176,881	0	0	0
Renwick	125,910	146,071	149,777	141,018	173,818
Anacostia ²	25,794	3,302	0	27,339	28,353
Cooper-Hewitt	108,579	150,786	136,329	142,196	141,545
American Indian ³	587,546	498,316	413,470	316,763	290,220
National Zoo	2,682,283	2,360,876	2,807,353	2,162,500	1,724,228
Postal	461,743	450,483	400,478	317,155	300,318
TOTAL	31,071,830	33,511,401	33,663,190	25,007,252	25,229,177

¹ Closed to the public January 2000 through present.

² Closed to the public December 1999 through February, 2002.

³ Includes the George Gustav Heye Center, which opened in 1994, and the Cultural Resources Center, which opened in April 2000.

SMITHSONIAN INSTITUTION

Facilities Capital Program

**Detail of
FY 2005 - FY 2010 Program**

FY 2006 OMB Request

Prepared by the
Office Of Facilities Engineering and Operations

September 2004

Definitions

FACILITIES CAPITAL PROGRAM *

REVITALIZATION

Revitalization activities correct extensive and serious deficiencies, materially extend service life, and often add capital value.

Major Projects

Projects in this category are generally "whole house" renovations of existing buildings to replace major building systems and equipment, to extend service life and add capital value. Also includes modernization and upgrade work to incorporate new codes and standards. Most projects in this category will exceed \$5 million in total cost, and will be identified and described separately in budget submissions.

Other Revitalization Projects

Projects in this category are smaller in scale than major projects, usually involving single building systems or pieces of equipment. Work includes correcting extensive and serious facilities deficiencies to materially extend the service life of systems and components. Projects usually cost between \$100,000 and \$5 million.

CONSTRUCTION

Construction or acquisition (other than by lease) of additional physical plant assets, and renovation of newly acquired facilities to ready them for use. Projects in this category will be individual line items in the budget request.

FACILITIES PLANNING AND DESIGN

Identification and analysis of long-range revitalization and expansion needs, preparation of master plans, and design of specific capital program projects.

* NOTE: Routine maintenance and repair work is no longer included in the Capital Program.

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	FY05-FY13 Total	
Arts and Industries Building												
DC - Mail	FPD	1	Design Arts & Industries Building Restoration	0	0	10,000	0	0	0	0	10,000	
DC - Mail	MR	1	Close Building and Relocate Staff and Collections	25,000	10,800	0	0	0	0	0	35,800	
DC - Mail	MR	3	Consolidate Staff & Collections	0	4,200	0	0	0	0	0	4,200	
DC - Mail	MR	1	Restore Arts & Industries Building	0	0	0	57,000	61,000	64,000	0	182,000	
Subtotal: AIB				25,000	15,000	10,000	57,000	61,000	64,000	0	232,000	
Anacostia Museum												
DC - Anacostia	OR	5	Install Fence, Gate and Guard Booth	0	0	0	0	0	0	1,000	1,000	
Subtotal: AM				0	0	0	0	0	0	1,000	1,000	
Cooper Hewitt Museum												
New York, NY	OR	2	Upgrade Mansion Electric Distribution & Exterior Lighting	0	0	3,000	0	0	0	0	3,000	
New York, NY	OR	2	Replace Mansion Boilers	0	260	0	0	0	0	0	260	
New York, NY	OR	2	Stabilize Mansion Sidewalks	0	0	0	0	0	0	450	450	
New York, NY	OR	2	Complete Miller-Fox Renovation	0	0	1,650	0	0	0	0	1,650	
New York, NY	OR	1	Rehabilitate & Waterproof Terrace	0	450	0	0	0	0	0	450	
New York, NY	OR	3	Stabilize Garden Stairwalls	0	0	0	0	0	0	900	900	
New York, NY	OR	4	Stabilize Mansion Fence	0	0	0	0	0	0	600	600	
Subtotal: CHM				0	710	4,650	0	0	0	1,950	7,310	

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building \$(000)s

Campus	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	Total	
Freer Gallery of Art												
DC - Mail	FPD	4	Design Replace/Restore Roof Exterior	0	0	0	0	0	0	1,000	1,000	
DC - Mail	MR	4	Replace/Restore Roof Exterior	0	0	0	0	0	0	10,000	10,000	
DC - Mail	OR	2	Upgrade Fire Alarm System	0	0	1,275	0	0	0	0	1,275	
DC - Mail	OR	2	Add Attic Standpipe	0	0	400	0	0	0	0	400	
DC - Mail	OR	3	Upgrade Exit Stairs & Shafts Enclosures	0	0	0	0	0	0	600	600	
DC - Mail	OR	3	Upgrade Accessible Entrance & Corridor	0	0	0	0	0	0	600	600	
DC - Mail	OR	4	Clean Agent Fire Protection System in Collections Storage	0	0	0	0	0	0	500	500	
DC - Mail	OR	4	Replace Gallery Lighting Systems	0	0	0	0	0	0	350	350	
DC - Mail	OR	4	Correct Courtyard Window & Door Condensation	0	0	0	0	0	0	150	150	
Subtotal: FGA				0	0	1,675	0	0	0	13,200	14,875	

Hirshhorn Museum and Sculpture Garden

DC - Mail	FPD	3	Design Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	2,000	0	0	2,000
DC - Mail	MR	3	Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	0	0	20,000	20,000
DC - Mail	OR	2	Repair & Waterproof Balcony	0	800	0	0	0	0	0	800
DC - Mail	OR	2	Replace Loading Dock Retaining Walls	0	500	0	0	0	0	0	500
DC - Mail	OR	2	Rehabilitate Sculpture Garden	0	0	2,000	0	0	0	0	2,000
DC - Mail	OR	2	Renovate Front Entrance	0	0	850	0	0	0	0	850
DC - Mail	OR	2	Relocate Air Intake	0	0	500	0	0	0	0	500
DC - Mail	OR	3	Improve Fire Suppression in Collection Storage	0	0	0	0	0	0	1,000	1,000
DC - Mail	OR	4	Replace Roof	0	0	0	0	0	0	2,000	2,000
DC - Mail	OR	5	Improve Mail Master Raceway	0	0	0	0	0	0	300	300
Subtotal: HMSG				0	1,300	3,350	0	2,000	0	23,300	29,950

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

<i>Campus</i>	<i>Type</i>	<i>Priority</i>	<i>Project</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>Outyears</i>	<i>FY05-FY13 Total</i>	
Museum Support Center												
Suitland, MD	FPD	2	Design Pod 3 Renovation	0	1,000	0	0	0	0	0	1,000	
Suitland, MD	FPD	2	Design Mechanical & Electrical Systems Upgrade	0	0	0	0	0	0	4,000	4,000	
Suitland, MD	MR	2	Renovate Pod 3	0	0	0	10,000	0	0	0	10,000	
Suitland, MD	MR	2	Upgrade Mechanical & Electrical Systems	0	0	0	0	0	0	20,000	20,000	
Suitland, MD	OR	1	Improve Fire Detection & Protection	0	1,790	0	0	0	0	0	1,790	
Suitland, MD	OR	1	Install 10' Water Meter	0	250	0	0	0	0	0	250	
Suitland, MD	OR	2	Replace Steam Condensate System	0	0	2,500	0	0	0	0	2,500	
Suitland, MD	CON	1	Construct Pod 5 (includes 5 FTE)	8,000	19,900	0	0	0	0	0	27,900	
Subtotal: MSC				8,000	22,940	2,500	10,000	0	0	24,000	67,440	
Multiple Site Projects												
All Facilities	FPD	1	Facility Planning and Design, Revitalization	2,800	4,000	3,000	3,000	3,000	3,000	3,000	21,800	
All Facilities	FPD	1	Facilities Management System (INCLUDES 2 FTEs)	0	1,754	0	0	0	0	0	1,754	
All Facilities	FPD	3	A&M Planning and Design, inc. Const. Planning	0	500	500	600	600	600	600	3,400	
All Facilities	FPD	3	Real Property and Space Utilization Studies	0	250	250	300	500	500	500	2,300	
All Facilities	FPD	3	Comprehensive Facilities Master Planning Studies	200	2,400	1,700	1,700	1,700	1,700	2,000	11,400	
All Facilities	MR	1	Construct/Install Anti-Terrorism Protection	0	14,000	12,600	17,400	15,300	23,800	15,000	98,100	
All Facilities	OR	1	Provide Guard Services, All Locations	300	300	300	300	300	300	300	2,100	
All Facilities	OR	1	Miscellaneous Capital Repair (SI-wide, incl. N.ZP & asbestos/lead)	1,630	4,505	4,575	4,820	4,865	4,570	4,500	29,465	
All Facilities	OR	1	Personnel (INCLUDES 34 FTE)	3,000	3,700	3,800	3,900	4,000	4,100	4,200	26,700	
All Facilities	OR	1	Reprographics and Library	500	500	500	500	500	500	500	3,500	
Suitland, MD	OR	2	Upgrade Fire Mains, All Suitland	0	400	0	0	0	0	0	400	
All Facilities	OR	2	Modernize Security Systems	0	500	1,950	925	300	0	0	3,675	
All Facilities	OR	3	Install Backflow Prevention	0	0	3,000	0	0	0	0	3,000	
All Facilities	OR	3	Program Oriented Alterations & Modifications	0	0	3,000	3,000	3,000	3,000	5,000	17,000	
All Facilities	OR	3	Upgrade OPS Locker Rooms	0	0	0	750	0	0	0	750	
Subtotal: MULTI				8,430	32,809	35,175	37,195	34,065	42,070	35,600	225,344	

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	FY05-FY13 Total	
National Air and Space Museum												
DC - Mall	FPD	2	Design Mechanical System, Basement & 3rd Floor	0	0	0	0	0	0	4,000	4,000	
DC - Mall	MR	2	Replace Mechanical & Electrical Systems	0	0	0	0	0	0	55,000	55,000	
DC - Mall	OR	1	Fire Alarm Upgrade	0	5,000	0	0	0	0	0	5,000	
DC - Mall	OR	1	Waterproof Terrace at Perimeter	0	1,500	0	0	0	0	0	1,500	
DC - Mall	OR	2	Replace Ramsey Room Halon System	0	0	200	0	0	0	0	200	
DC - Mall	OR	3	Upgrade Accessible Egress (Interior)	0	0	0	0	0	250	0	250	
DC - Mall	OR	3	Complete Irrigation System @ Jefferson Drive	0	0	0	0	0	100	0	100	
DC - Mall	OR	3	Replace Irrigation and Water Supply for Flight Garden	0	0	0	0	0	320	0	320	
DC - Mall	OR	3	Repair Delta Solar Reflection Pool	0	0	0	0	0	0	200	200	
DC - Mall	OR	4	Replace Dimmers/Ceiling in Theater	0	0	0	0	0	0	200	200	
			Subtotal: NASM	0	6,500	200	0	0	670	59,400	66,770	

National Museum of African American History and Culture

DC-Mall	FPD	2	Programming/Planning for NMAAHC	0	2,000	0	0	0	0	0	2,000
DC-Mall	FPD	2	Design National Museum of African American History & Culture	0	0	TBD	TBD	TBD	TBD	TBD	TBD
DC-Mall	CON	2	Construct National Museum of African American History & Culture	0	0	TBD	TBD	TBD	TBD	TBD	TBD
			Subtotal: NMAAHC	0	2,000	0	0	0	0	0	2,000

National Museum of American History

DC - Mall	FPD	1	Design Public Space Renewal	0	0	0	0	0	0	0	0
DC - Mall	FPD	4	Design Non-Public Space Renewal	0	0	0	0	0	0	5,000	5,000
DC - Mall	MR	2	Renew Public Space	10,000	28,000	3,500	0	0	0	0	41,500
DC - Mall	MR	4	Renew Non-Public Space	0	0	0	0	0	0	45,000	45,000
DC - Mall	OR	2	Replace Emergency Generator	0	0	1,000	0	0	0	0	1,000
			Subtotal: NMAH	10,000	28,000	4,500	0	0	0	50,000	92,500

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	FY05-FY13 Total
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National Museum of the American Indian

Suitland, MD	OR	2	Correct Water Penetration/Condensation, CRC	0	650	0	0	0	0	0	650
New York, NY	OR	3	Improve GGHC Accessibility	0	0	80	0	0	0	0	80
Subtotal: NMAI				0	650	80	0	0	0	0	730

National Museum of Natural History

DC - Mall	FPD	2	Design Ongoing Revitalization	3,000	4,000	4,000	4,000	4,000	4,000	7,000	30,000
DC - Mall	MR	2	Renovate Halls 7W, 8, 9, 10 & GF (CH Phase II)	4,600	8,900	0	0	0	0	0	13,500
DC - Mall	MR	2	Renovate HVAC, West Wing Basement	0	6,500	0	0	0	0	0	6,500
DC - Mall	MR	2	Renovate HVAC, Southwest Main 3 (Phase IIC)	0	1,700	1,800	0	0	0	0	3,500
DC - Mall	MR	2	Replace Main Building Fire Pump	0	400	0	0	0	0	0	400
DC - Mall	MR	2	Architectural Lighting Changes	0	0	500	0	0	0	0	500
DC - Mall	MR	2	Renovate Elevators	0	2,700	1,600	2,400	2,300	0	0	9,000
DC - Mall	MR	2	Renovate Main Building Windows and Entrances	0	0	2,000	1,000	3,000	3,000	3,000	12,000
DC - Mall	MR	2	Renovate Utility Tunnels	0	0	1,000	1,500	1,000	0	0	3,500
DC - Mall	MR	2	Renovate Stair Towers (10 total)	0	0	1,100	1,900	1,000	0	0	4,000
DC - Mall	MR	2	Renovate Hall 12	0	0	1,500	0	0	0	0	1,500
DC - Mall	MR	2	Renovate HVAC, Ground Floor/Basement East Wing	0	0	11,700	4,300	0	0	0	16,000
DC - Mall	MR	2	Renovate Basement East Court	0	0	2,000	0	0	0	0	2,000
DC - Mall	MR	2	Renovate NW Main, Ground & Mezzanine	0	0	0	1,100	0	0	0	1,100
DC - Mall	MR	2	Renovate Air Towers (2)	0	0	3,200	0	2,800	0	0	6,000
DC - Mall	MR	2	Renovate HVAC, Southeast Main Ground Floor/Mezzanine	0	0	9,000	0	0	0	0	9,000
DC - Mall	MR	2	Renovate HVAC, First Floor West Wing	0	0	0	6,500	0	0	0	6,500
DC - Mall	MR	2	Continue Revitalization	2,400	0	0	11,300	18,900	27,000	101,900	161,500
Subtotal, NMNH Major Revitalization				7,000	20,200	35,400	30,000	29,000	30,000	104,900	256,500
Subtotal: NMNH				10,000	24,200	39,400	34,000	33,000	34,000	111,900	286,500

MR = Major Revitalization; OR = Other Revitalization; CON = Construction; FPD = Facilities Planning and Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	FY05-FY13 Total	
National Zoological Park												
DC - Rock Creek	FPD	1	Update Rock Creek Master Plan	2,000	0	0	0	0	0	0	2,000	
DC - Rock Creek	FPD	2	Design Valley Revitalization (Seal/Sea Lion)	0	4,000	2,000	0	0	0	0	6,000	
DC - Rock Creek	FPD	2	Design Former Elephant House Renovation	0	0	3,000	3,000	0	0	0	6,000	
DC - Rock Creek	FPD	3	Continue Design for Revitalization of Major Structures	0	0	0	3,000	6,000	6,000	8,000	23,000	
DC - Rock Creek	MR	1	Asia Trail	14,500	16,000	32,500	0	0	0	0	63,000	
DC - Rock Creek	MR	1	Replace Roof/Skylight Elephant/Sm. Mam., Reptile, Ape, Bird	2,000	2,000	2,000	0	0	0	0	6,000	
DC - Rock Creek	MR	1	Improve/Upgrade Site Utilities (Water, Sewer, Steam, Stormwater)	1,600	1,500	3,000	3,000	0	0	0	9,100	
DC - Rock Creek	MR	1	Improve Fire Protection Systems	1,300	300	300	400	500	500	750	4,050	
Front Royal, VA	MR	1	Install/Improve Fire Protection Systems	100	100	100	100	100	100	300	900	
DC - Rock Creek	MR	2	Renovate/Improve Restrooms, Locker Rooms & Keeper Rooms	0	500	500	500	25,000	0	0	3,000	
DC - Rock Creek	MR	2	Valley Revitalization (Seal/Sea Lion)	0	0	0	15,000	0	0	0	40,000	
DC - Rock Creek	MR	3	Renovate Former Elephant House	0	0	0	0	0	20,000	20,000	40,000	
DC - Rock Creek	MR	4	Continue Revitalization of Major Structures	0	0	0	0	0	0	40,000	40,000	
Front Royal, VA	MR	4	Construct Consolidated Maintenance Facility	0	0	0	0	0	0	10,000	10,000	
Subtotal, NZP Major Revitalization				19,500	20,400	38,400	19,000	26,100	21,100	71,550	216,050	
DC - Rock Creek	OR	3	Upgrade Lion/Tiger Moat & Planters	0	0	0	0	600	0	0	600	
Subtotal: NZP				21,500	24,400	43,400	25,000	32,700	27,100	79,550	253,650	

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

<i>Campus</i>	<i>Type</i>	<i>Priority</i>	<i>Project</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>Outyears</i>	<i>FY05-FY13</i>
											<i>Total</i>

Patent Office Building

DC - Gallery Place	MR	1	Renovate Patent Office Building (includes 5 FTE)	44,400	0	0	0	0	0	0	44,400
Subtotal: POB				44,400	0	0	0	0	0	0	44,400

Quadrangle: National Museum of African Art, Sackler Gallery, Ripley Center

DC - Mall	FPD	5	Design Mechanical System & Roof	0	0	0	0	0	0	4,000	4,000
DC - Mall	MR	5	Replace Mechanical System & Roof	0	0	0	0	0	0	56,000	56,000
DC - Mall	OR	1	Repair Roof Leaks	500	0	0	0	0	0	0	500
DC - Mall	OR	2	Replace Steam Humidification System	0	0	950	0	0	0	0	950
DC - Mall	OR	2	Replace Fire Alarm System	0	1,750	0	0	0	0	0	1,750
DC - Mall	OR	3	Improve NMAFA Courtyard Access	0	0	0	0	0	100	0	100
DC - Mall	OR	4	Clean Agent Fire Protection System in Collections Storage, Sackler	0	0	0	0	0	0	500	500
DC - Mall	OR	5	Upgrade Utility Systems	0	0	0	0	0	0	8,500	8,500
DC - Mall	OR	5	Repair Interior Stone	0	0	0	0	0	0	250	250
Subtotal: QUAD				500	1,750	950	0	0	100	69,250	72,550

Renwick Gallery

DC - Lafayette Park	FPD	3	Design Major Restoration	0	0	0	0	2,000	2,000	0	4,000
DC - Lafayette Park	MR	3	Restore Renwick Gallery	0	0	0	0	0	0	25,000	25,000
Subtotal: RGA				0	0	0	0	2,000	2,000	25,000	29,000

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

<i>Campus</i>	<i>Type</i>	<i>Priority</i>	<i>Project</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>Outyears</i>	<i>FY05-FY13</i>	<i>Total</i>
Smithsonian Astrophysical Observatory												
Hawaii	OR	1	Upgrade HVAC, SMA	80	0	0	0	0	0	0	0	80
Cambridge, MA	OR	2	Install Fire Protection Sprinklers, Cambridge Buildings	0	0	1,000	1,000	0	0	1,000	0	3,000
Hawaii	OR	2	Install SMA Emergency Generator	0	250	0	0	0	0	0	0	250
Hawaii	OR	2	Improve Fire Safety, SMA	0	150	0	0	0	0	0	0	150
Tuscon, AZ	OR	2	Improve Water System	0	0	350	0	0	0	0	0	350
Tuscon, AZ	OR	2	Install Microwave Link Summit to Tucson	0	0	0	200	0	0	0	0	200
Tuscon, AZ	OR	2	Repair/Replace Summit Dorm	0	0	0	0	0	0	0	0	0
Tuscon, AZ	OR	2	Replace Guardrails, Mt. Hopkins Road	0	500	0	0	0	0	0	0	500
Tuscon, AZ	OR	2	Repair/Improve Whipple Road	0	0	2,000	0	0	0	0	0	2,000
Tuscon, AZ	OR	2	Install MMT Rotary Uninterruptible Power	0	0	0	0	150	0	0	150	150
Tuscon, AZ	OR	3	Replace FM Repeater	0	0	0	0	0	60	0	0	60
Tuscon, AZ	OR	4	Replace HVAC	0	0	0	0	0	0	0	0	500
Tuscon, AZ	CON	1	VERITAS Control Building	990	0	0	0	0	0	0	0	990
Subtotal: SAO				1,070	900	3,350	1,200	150	60	4,500	11,230	

Smithsonian Environmental Research Center

Edgewater, MD	OR	2	Install Utility Connection to Waterfront	0	0	800	0	0	0	0	0	800
Edgewater, MD	OR	2	Replace HVAC Systems	0	500	500	1,000	0	0	0	0	2,000
Edgewater, MD	OR	2	Improve Entrance Road	0	0	0	0	0	0	1,500	0	1,500
Edgewater, MD	OR	3	Improve Signage, Security and Accessibility	0	0	0	0	0	0	1,400	0	1,400
Edgewater, MD	OR	3	Repair Corn Island Facilities	0	0	0	0	0	0	700	0	700
Subtotal: SERC				0	500	1,300	1,000	0	0	3,600	6,400	

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

<i>Campus</i>	<i>Type</i>	<i>Priority</i>	<i>Project</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>Outyears</i>	<i>FY05-FY13</i>	<i>Total</i>
Silver Hill Facility												
Suitland, MD	FPD	5	Design Infrastructure Revitalization	0	0	0	0	0	0	2,000	2,000	2,000
Suitland, MD	MR	5	Revitalize Infrastructure	0	0	0	0	0	0	21,000	21,000	21,000
Suitland, MD	OR	1	Upgrade Fire Alarm System	0	500	0	0	0	0	0	500	500
Suitland, MD	OR	1	Repair Building 10 Roof	0	0	500	0	0	0	0	500	500
Suitland, MD	OR	2	Provide Surge Protection for Site	0	0	750	0	0	0	0	750	750
Suitland, MD	OR	2	Improve Environmental Conditions, Bldg 21	0	0	150	0	0	0	0	150	150
Suitland, MD	OR	2	Improve Environmental Conditions, Bldgs... 15/16/18	0	0	0	0	0	2,000	5,700	7,700	7,700
Suitland, MD	OR	2	Repair HVAC, Buildings 22 & 23	0	0	600	0	0	0	0	600	600
Suitland, MD	OR	2	Horticulture Support Building Fire Egress	0	0	95	0	0	0	0	95	95
Suitland, MD	OR	2	Provide Central Fire Pump	0	0	750	0	0	0	0	750	750
Suitland, MD	OR	2	Renovate/Replace Building 27 (Swing Space for 15/16/18)	0	0	1,500	0	0	0	0	1,500	1,500
Suitland, MD	OR	3	Renovate Buildings 7 & 31	0	0	0	0	250	0	0	250	250
Suitland, MD	OR	4	Replace Building 25, Mammals Storage	0	0	0	0	0	0	1,750	1,750	1,750
			Subtotal: SHF	0	500	4,345	0	250	2,000	30,450	37,545	37,545
Smithsonian Institution Building (Castle)												
DC - Mall	FPD	2	Design Restoration Project	0	0	0	0	0	0	12,000	12,000	12,000
DC - Mall	MR	2	Renovate Smithsonian Castle	0	0	0	0	0	0	75,000	75,000	75,000
DC - Mall	OR	2	Renovate Octagon Tower	0	0	150	0	0	0	0	150	150
			Subtotal: SIB	0	0	150	0	0	0	87,000	87,150	87,150

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	Total	FY05-FY13
Panama	FPD	2	Gamboa Development (design of first building only in FY 2006)	0	1,200	0	0	0	0	0	1,200	1,200
Panama	MR	2	Gamboa Development (land purchase in FY 2006)	0	2,046	6,000	1,100	135	1,800	1,755	12,836	12,836
Panama	OR	2	Improve BCI Facility	0	250	0	0	0	0	0	250	250
Panama	OR	2	Improve Tupper HVAC/Structural Repairs	0	245	0	0	0	0	0	245	245
Panama	OR	2	Improve Boat Access at BCI	0	100	0	0	0	0	0	100	100
Panama	OR	2	Replace Tramway, BCI	0	0	445	0	0	0	0	445	445
Panama	OR	3	Improve Naos Building 332 Façade	0	0	80	0	0	0	0	80	80
Panama	OR	3	New Elevator, Tupper Lab Building	0	0	400	0	0	0	0	400	400
Panama	OR	3	Relocate Diving Locker, Naos	0	0	225	0	0	0	0	225	225
Panama	OR	3	Improve/Expand Parking Lot, Tupper	0	0	200	0	0	0	0	200	200
Panama	OR	3	Improve Communications/OIT Systems	0	0	225	0	0	0	0	225	225
Panama	OR	3	New Rock Breakwater, Naos	0	0	0	905	0	0	0	905	905
Panama	OR	4	New Visitor's Center Tupper (A&M?)	0	0	0	0	0	0	90	90	90
Panama	OR	4	Repair Tivoli Interior/Exterior	0	0	0	0	0	0	1,500	1,500	1,500
Subtotal: STRI				0	3,841	7,575	2,005	135	1,800	3,345	18,701	18,701

TOTAL, FACILITIES CAPITAL				128,900	166,000	162,600	167,400	165,300	173,800	623,045	1,587,045	1,587,045
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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category
\$(000)s

Campus	Location	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	Total
Major Revitalization												
DC - Mail	AIB	MR	1	Close Building and Relocate Staff and Collections	25,000	10,800	0	0	0	0	0	35,800
DC - Mail	AIB	MR	3	Consolidate Staff & Collections	0	4,200	0	0	0	0	0	4,200
DC - Mail	AIB	MR	1	Restore Arts & Industries Building	0	0	0	57,000	61,000	64,000	0	182,000
DC - Mail	FGA	MR	4	Replace/Restore Roof Exterior	0	0	0	0	0	0	10,000	10,000
DC - Mail	HMSG	MR	3	Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	0	0	20,000	20,000
Suitland, MD	MSC	MR	2	Renovate Pod 3	0	0	0	10,000	0	0	0	10,000
Suitland, MD	MSC	MR	2	Upgrade Mechanical & Electrical Systems	0	0	0	0	0	0	20,000	20,000
All Facilities	MULTI	MR	1	Construct/Install Anti-Terrorism Protection	14,000	12,600	17,400	15,300	23,800	15,000	0	98,100
DC - Mail	NASM	MR	2	Replace Mechanical & Electrical Systems	0	0	0	0	0	0	55,000	55,000
DC - Mail	NMAH	MR	4	Renew Non-Public Space	0	0	0	0	0	0	45,000	45,000
DC - Mail	NMAH	MR	2	Renew Public Space	10,000	28,000	3,500	0	0	0	0	41,500
DC - Mail	NMNH	MR	2	Renovate Halls 7W, 8, 9, 10 & GF (CH Phase II)	4,600	8,900	0	0	0	0	0	13,500
DC - Mail	NMNH	MR	2	Renovate HVAC, West Wing Basement	0	6,500	0	0	0	0	0	6,500
DC - Mail	NMNH	MR	2	Renovate HVAC, Southwest Main 3 (Phase IIC)	0	1,700	1,800	0	0	0	0	3,500
DC - Mail	NMNH	MR	2	Replace Main Building Fire Pump	0	400	0	0	0	0	0	400
DC - Mail	NMNH	MR	2	Architectural Lighting Changes	0	0	500	0	0	0	0	500
DC - Mail	NMNH	MR	2	Renovate Elevators	0	2,700	1,600	2,400	2,300	0	0	9,000
DC - Mail	NMNH	MR	2	Renovate Main Building Windows and Entrances	0	0	2,000	1,000	3,000	3,000	0	12,000
DC - Mail	NMNH	MR	2	Renovate Utility Tunnels	0	0	1,000	1,500	1,000	0	0	3,500
DC - Mail	NMNH	MR	2	Renovate Stair Towers (10 total)	0	0	1,100	1,900	1,000	0	0	4,000
DC - Mail	NMNH	MR	2	Renovate Hall 12	0	0	1,500	0	0	0	0	1,500
DC - Mail	NMNH	MR	2	Renovate HVAC, Ground Floor/Basement East Wing	0	0	11,700	4,300	0	0	0	16,000
DC - Mail	NMNH	MR	2	Renovate Basement East Court	0	0	2,000	0	0	0	0	2,000
DC - Mail	NMNH	MR	2	Renovate NW Main, Ground & Mezzanine	0	0	0	1,100	0	0	0	1,100
DC - Mail	NMNH	MR	2	Renovate Air Towers (2)	0	0	3,200	0	2,800	0	0	6,000
DC - Mail	NMNH	MR	2	Renovate HVAC, Southeast Main Ground Floor/Mezzanine	0	0	9,000	0	0	0	0	9,000
DC - Mail	NMNH	MR	2	Renovate HVAC, First Floor West Wing	0	0	0	6,500	0	0	0	6,500
DC - Mail	NMNH	MR	2	Continue Revitalization	2,400	0	0	11,300	18,900	27,000	101,900	161,500
DC - Rock Creek	NZP	MR	4	Continue Revitalization of Major Structures	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	MR	3	Renovate Former Elephant House	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	MR	2	Renovate/Improve Restrooms, Locker Rooms & Keeper Rooms	0	500	500	500	500	20,000	20,000	40,000
DC - Rock Creek	NZP	MR	2	Valley Revitalization (Seal/Sea Lion)	0	0	0	15,000	25,000	500	0	40,000
DC - Rock Creek	NZP	MR	1	Asia Trail	14,500	16,000	32,500	0	0	0	0	63,000
DC - Rock Creek	NZP	MR	1	Replace Roof/Skylight Elephant/Sm. Mam., Reptile, Ape, Bird	2,000	2,000	2,000	0	0	0	0	6,000
DC - Rock Creek	NZP	MR	1	Improve/Upgrade Site Utilities (Water, Sewer, Steam, Stormwater)	1,600	1,500	3,000	3,000	0	0	0	9,100
DC - Rock Creek	NZP	MR	1	Improve Fire Protection Systems	1,300	300	300	400	500	500	750	4,050
Front Royal, VA	NZPFR	MR	4	Construct Consolidated Maintenance Facility	0	0	0	0	0	0	10,000	10,000
Front Royal, VA	NZPFR	MR	1	Install/Improve Fire Protection Systems	100	100	100	100	100	100	300	900
DC - Gallery Place	POB	MR	1	Renovate Patent Office Building (INCLUDES 5 FTE)	44,400	0	0	0	0	0	0	44,400
DC - Mail	QUAD	MR	5	Replace Mechanical System & Roof	0	0	0	0	0	0	0	0
DC - Lafayette Park	RG	MR	3	Restore Renwick Gallery	0	0	0	0	0	0	0	0
Suitland, MD	SHF	MR	5	Revitalize Infrastructure	0	0	0	0	0	0	0	0
DC - Mail	SIB	MR	2	Renovate Smithsonian Castle	0	0	0	0	0	0	0	0
Panama	STRI	MR	2	Gamboa Development (land purchase in FY 2006)	0	2,046	6,000	1,100	135	1,800	1,755	12,836
Subtotal: Major Revitalization					105,900	99,646	95,900	134,500	131,535	140,700	520,205	1,228,386

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	Total
Other Revitalization												
DC - Anacostia	AM	OR	5	Install Fence, Gate and Guard Booth	0	0	0	0	0	0	1,000	1,000
New York, NY	CHM	OR	1	Rehabilitate & Waterproof Terrace	0	450	0	0	0	0	0	450
New York, NY	CHM	OR	2	Upgrade Mansion Electric Distribution & Exterior Lighting	0	0	3,000	0	0	0	0	3,000
New York, NY	CHM	OR	2	Replace Mansion Boilers	0	260	0	0	0	0	0	260
New York, NY	CHM	OR	2	Stabilize Mansion Sidewalks	0	0	0	0	0	0	450	450
New York, NY	CHM	OR	2	Complete Miller-Fox Renovation	0	0	1,650	0	0	0	0	1,650
New York, NY	CHM	OR	3	Stabilize Garden Stairwalls	0	0	0	0	0	0	900	900
New York, NY	CHM	OR	4	Stabilize Mansion Fence	0	0	0	0	0	0	600	600
DC - Mall	FGA	OR	2	Upgrade Fire Alarm System	0	0	1,275	0	0	0	0	1,275
DC - Mall	FGA	OR	2	Add Attic Standpipe	0	0	400	0	0	0	0	400
DC - Mall	FGA	OR	3	Upgrade Exit Stairs & Shafts Enclosures	0	0	0	0	0	0	600	600
DC - Mall	FGA	OR	3	Upgrade Accessible Entrance & Corridor	0	0	0	0	0	0	600	600
DC - Mall	FGA	OR	4	Clean Agent Fire Protection System in Collections Storage	0	0	0	0	0	0	500	500
DC - Mall	FGA	OR	4	Replace Gallery Lighting Systems	0	0	0	0	0	0	350	350
DC - Mall	FGA	OR	4	Correct Courtyard Window & Door Condensation	0	0	0	0	0	0	150	150
DC - Mall	HMSG	OR	2	Repair & Waterproof Balcony	0	800	0	0	0	0	0	800
DC - Mall	HMSG	OR	2	Replaco Loading Dock Retaining Walls	0	500	0	0	0	0	0	500
DC - Mall	HMSG	OR	2	Rehabilitate Sculpture Garden	0	0	2,000	0	0	0	0	2,000
DC - Mall	HMSG	OR	2	Renovate Front Entrance	0	0	850	0	0	0	0	850
DC - Mall	HMSG	OR	2	Relocate Air Intake	0	0	500	0	0	0	0	500
DC - Mall	HMSG	OR	3	Improve Fire Suppression in Collection Storage	0	0	0	0	0	0	1,000	1,000
DC - Mall	HMSG	OR	4	Replace Roof	0	0	0	0	0	0	2,000	2,000
DC - Mall	HMSG	OR	5	Improve Mail Master Raceway	0	0	0	0	0	0	300	300
Suitland, MD	MSC	OR	1	Improve Fire Detection & Protection	0	1,790	0	0	0	0	0	1,790
Suitland, MD	MSC	OR	1	Install 10' Water Meter	0	250	0	0	0	0	0	250
Suitland, MD	MSC	OR	2	Replace Steam Condensate System	0	0	2,500	0	0	0	0	2,500
All Facilities	MULTI	OR	1	Provide Guard Services, All Locations	300	300	300	300	300	300	0	2,100
All Facilities	MULTI	OR	1	Miscellaneous Capital Repair (SI-wide, incl. N.Z.P & asbestos/lead)	1,630	4,505	4,575	4,820	4,865	4,570	4,500	29,485
All Facilities	MULTI	OR	1	Personnel (INCLUDES 34 FTE)	3,000	3,700	3,800	3,900	4,000	4,100	4,200	26,700
All Facilities	MULTI	OR	1	Reprographics and Library	500	500	500	500	500	500	500	3,500
Suitland, MD	MULTI	OR	2	Upgrade Fire Mains, All Suitland	0	400	0	0	0	0	0	400
All Facilities	MULTI	OR	2	Modernize Security Systems	0	500	1,950	925	300	0	0	3,675
All Facilities	MULTI	OR	3	Install Backflow Prevention	0	0	3,000	0	0	0	0	3,000
All Facilities	MULTI	OR	3	Program Oriented Alterations & Modifications	0	0	3,000	3,000	3,000	3,000	5,000	17,000
All Facilities	MULTI	OR	3	Upgrade OPS Locker Rooms	0	0	0	750	0	0	0	750
DC - Mall	NASM	OR	1	Fire Alarm Upgrade	0	5,000	0	0	0	0	0	5,000
DC - Mall	NASM	OR	1	Waterproof Terrace at Perimeter	0	1,500	0	0	0	0	0	1,500
DC - Mall	NASM	OR	2	Replace Ramsey Room Halon System	0	0	200	0	0	0	0	200
DC - Mall	NASM	OR	3	Upgrade Accessible Egress (Interior)	0	0	0	0	0	250	0	250
DC - Mall	NASM	OR	3	Complete Irrigation System @ Jefferson Drive	0	0	0	0	0	100	0	100
DC - Mall	NASM	OR	3	Replace Irrigation and Water Supply for Flight Garden	0	0	0	0	0	320	0	320
DC - Mall	NASM	OR	3	Repair Delta Solar Reflection Pool	0	0	0	0	0	0	200	200
DC - Mall	NASM	OR	4	Replace Dimmers/Ceiling in Theater	0	0	0	0	0	0	200	200
DC - Mall	NMAH	OR	2	Replace Emergency Generator	0	0	1,000	0	0	0	0	1,000
Suitland, MD	NMAI	OR	2	Correct Water Penetration/Condensation, CRC	0	650	0	0	0	0	0	650

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	Total
New York, NY	NMAI	OR	3	Improve GGHC Accessibility	0	0	80	0	0	0	0	80
DC - Rock Creek	NZP	OR	3	Upgrade Lion/Tiger Moat & Planters	0	0	0	0	600	0	0	600
DC - Mall	OUAD	OR	1	Repair Roof Leaks	500	0	0	0	0	0	0	500
DC - Mall	OUAD	OR	2	Replace Steam Humidification System	0	0	950	0	0	0	0	950
DC - Mall	OUAD	OR	2	Replace Fire Alarm System	0	1,750	0	0	0	0	0	1,750
DC - Mall	OUAD	OR	3	Improve NMAFA Courtyard Access	0	0	0	0	0	100	0	100
DC - Mall	OUAD	OR	4	Clean Agent Fire Protection System in Collections Storage, Sackler	0	0	0	0	0	0	500	500
DC - Mall	OUAD	OR	5	Upgrade Utility Systems	0	0	0	0	0	0	8,500	8,500
DC - Mall	OUAD	OR	5	Repair Interior Stone	0	0	0	0	0	0	250	250
Hawaii	SAO	OR	1	Upgrade HVAC, SMA	80	0	0	0	0	0	0	80
Cambridge, MA	SAO	OR	2	Install Fire Protection Sprinklers, Cambridge Buildings	0	0	1,000	1,000	0	0	1,000	3,000
Hawaii	SAO	OR	2	Install SMA Emergency Generator	0	250	0	0	0	0	0	250
Hawaii	SAO	OR	2	Improve Fire Safety, SMA	0	150	0	0	0	0	0	150
Tuscon, AZ	SAO	OR	2	Improve Water System	0	0	350	0	0	0	0	350
Tuscon, AZ	SAO	OR	2	Install Microwave Link Summit to Tucson	0	0	0	200	0	0	0	200
Tuscon, AZ	SAO	OR	2	Repair/Replace Summit Dorm	0	0	0	0	0	0	3,000	3,000
Tuscon, AZ	SAO	OR	2	Replace Guardrails, Mt. Hopkins Road	0	500	0	0	0	0	0	500
Tuscon, AZ	SAO	OR	2	Repair/Improve Whipple Road	0	0	2,000	0	0	0	0	2,000
Tuscon, AZ	SAO	OR	2	Install MMT Rotary Uninterruptible Power	0	0	0	0	150	0	0	150
Tuscon, AZ	SAO	OR	3	Replace FM Repeater	0	0	0	0	0	60	0	60
Tuscon, AZ	SAO	OR	4	Replace HVAC	0	0	0	0	0	0	500	500
Edgewater, MD	SERC	OR	2	Install Utility Connection to Waterfront	0	0	800	0	0	0	0	800
Edgewater, MD	SERC	OR	2	Replace HVAC Systems	0	500	500	1,000	0	0	0	2,000
Edgewater, MD	SERC	OR	2	Improve Entrance Road	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	OR	3	Improve Signage, Security and Accessibility	0	0	0	0	0	0	1,400	1,400
Edgewater, MD	SERC	OR	3	Repair Corn Island Facilities	0	0	0	0	0	0	700	700
Suitland, MD	SHF	OR	1	Upgrade Fire Alarm System	0	500	0	0	0	0	0	500
Suitland, MD	SHF	OR	1	Repair Building 10 Roof	0	0	500	0	0	0	0	500
Suitland, MD	SHF	OR	2	Provide Surge Protection for Site	0	0	750	0	0	0	0	750
Suitland, MD	SHF	OR	2	Improve Environmental Conditions, Bldg 21	0	0	150	0	0	0	0	150
Suitland, MD	SHF	OR	2	Improve Environmental Conditions, Bldgs... 15/16/18	0	0	0	0	0	2,000	0	2,000
Suitland, MD	SHF	OR	2	Repair HVAC, Buildings 22 & 23	0	0	600	0	0	0	0	600
Suitland, MD	SHF	OR	2	Horticulture Support Building Fire Egress	0	0	95	0	0	0	0	95
Suitland, MD	SHF	OR	2	Provide Central Fire Pump	0	0	750	0	0	0	0	750
Suitland, MD	SHF	OR	2	Renovate/Replace Building 27 (Swing Space for 15/16/18)	0	0	1,500	0	0	0	0	1,500
Suitland, MD	SHF	OR	3	Renovate Buildings 7 & 31	0	0	0	0	250	0	0	250
Suitland, MD	SHF	OR	4	Replace Building 25, Mammals Storage	0	0	0	0	0	0	1,750	1,750
DC - Mall	SIB	OR	2	Renovate Octagon Tower	0	0	150	0	0	0	0	150
Panama	STRI	OR	2	Improve BCI Facility	0	250	0	0	0	0	0	250
Panama	STRI	OR	2	Improve Tupper HVAC/Structural Repairs	0	245	0	0	0	0	0	245
Panama	STRI	OR	2	Improve Boat Access at BCI	0	100	0	0	0	0	0	100
Panama	STRI	OR	2	Replace Tramway, BCI	0	0	445	0	0	0	0	445
Panama	STRI	OR	3	Improve Naos Building 332 Façade	0	0	80	0	0	0	0	80
Panama	STRI	OR	3	New Elevator, Tupper Lab Building	0	0	400	0	0	0	0	400
Panama	STRI	OR	3	Relocate Diving Locker, Naos	0	0	225	0	0	0	0	225
Panama	STRI	OR	3	Improve/Expand Parking Lot, Tupper	0	0	200	0	0	0	0	200
Panama	STRI	OR	3	Improve Communications/OIT Systems	0	0	225	0	0	0	0	225
Panama	STRI	OR	3	New Rock Breakwater, Naos	0	0	0	905	0	0	0	905
Panama	STRI	OR	4	New Visitor's Center Tupper	0	0	0	0	0	0	90	90

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Priority	Project	FY05	FY06	FY07	FY08	FY09	FY10	Outyears	Total
Panama	STRI	OR	4	Repair Tivoli Interior/Exterior	0	0	0	0	0	0	1,500	1,500

Subtotal: Other Revitalization 6,010 25,350 42,250 17,300 13,965 15,300 49,740 169,915

TOTAL REVITALIZATION 111,910 124,996 138,150 151,800 145,500 156,000 569,945 1,398,301

Construction

Tuscon, AZ	SAO	CON	1	VERITAS Control Building	990	0	0	0	0	0	0	990
Suitland, MD	MSC	CON	1	Construct Pod 5 (INCLUDES 5 FTE)	8,000	19,900	0	0	0	0	0	27,900
DC-Mall	NMAAHC	CON	2	Construct National Museum of African American History & Culture	0	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Subtotal: Construction 8,990 19,900 0 0 0 0 0 0 28,890

Facilities Planning & Design

DC - Mail	AIB	FPD	1	Design Arts & Industries Building Restoration	0	10,000	0	0	0	0	0	10,000
DC - Mail	FGA	FPD	4	Design Replace/Restore Roof Exterior	0	0	0	0	0	0	1,000	1,000
DC - Mail	HMSG	FPD	3	Design Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	2,000	0	0	2,000
Suitland, MD	MSC	FPD	2	Design Pod 3 Renovation	0	1,000	0	0	0	0	0	1,000
Suitland, MD	MSC	FPD	2	Design Mechanical & Electrical Systems Upgrade	0	0	0	0	0	0	4,000	4,000
All Facilities	MULTI	FPD	3	A&M Planning and Design, inc. Const. Planning	0	500	600	600	600	600	600	3,400
All Facilities	MULTI	FPD	3	Real Property and Space Utilization Studies	0	250	300	300	500	500	500	2,300
All Facilities	MULTI	FPD	3	Comprehensive Facilities Master Planning Studies	200	2,400	1,700	1,700	1,700	1,700	2,000	11,400
All Facilities	MULTI	FPD	1	Facility Planning and Design, Revitalization	2,800	4,000	3,000	3,000	3,000	3,000	3,000	21,800
All Facilities	MULTI	FPD	1	Facilities Management System (INCLUDES 2 FTEs)	0	1,754	0	0	0	0	0	1,754
DC - Mail	NASM	FPD	2	Design Mechanical System, Basement & 3rd Floor	0	0	0	0	0	0	4,000	4,000
DC-Mall	NMAAHC	FPD	2	Design National Museum of African American History & Culture	0	0	TBD	TBD	TBD	TBD	TBD	TBD
DC-Mall	NMAAHC	FPD	2	Programming/Planning for NMAAHC	0	2,000	0	0	0	0	0	2,000
DC - Mail	NMAH	FPD	4	Design Non-Public Space Renewal	0	0	0	0	0	0	5,000	5,000
DC - Mail	NMAH	FPD	1	Design Public Space Renewal	0	0	0	0	0	0	0	0
DC - Mail	NMNH	FPD	2	Design Ongoing Revitalization	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	FPD	1	Update Rock Creek Master Plan	3,000	4,000	4,000	4,000	4,000	4,000	7,000	30,000
DC - Rock Creek	NZP	FPD	3	Continue Design for Revitalization of Major Structures	2,000	0	0	0	0	0	0	2,000
DC - Rock Creek	NZP	FPD	2	Design Valley Revitalization (Seal/Sea Lion)	0	4,000	2,000	0	0	0	0	6,000
DC - Rock Creek	NZP	FPD	2	Design Former Elephant House Renovation	0	0	3,000	3,000	0	0	0	6,000
DC - Mail	OJAD	FPD	5	Design Mechanical System & Roof	0	0	0	0	0	0	4,000	4,000
DC - Lafayette Park	RG	FPD	3	Design Major Restoration	0	0	0	0	2,000	2,000	0	4,000
Suitland, MD	SHF	FPD	5	Design Infrastructure Revitalization	0	0	0	0	0	0	2,000	2,000
DC - Mail	SIB	FPD	2	Design Restoration Project	0	0	0	0	0	0	12,000	12,000
Panama	STRI	FPD	2	Gamboia Development (design of first building only in FY 2006)	0	1,200	0	0	0	0	1,200	1,200

Subtotal: Facilities Planning & Design 8,000 21,104 24,450 15,600 19,800 17,800 53,100 159,854

GRAND TOTAL, FACILITIES CAPITAL 128,900 166,000 162,600 167,400 165,300 173,800 623,045 1,587,045

SMITHSONIAN INSTITUTION
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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Washington, DC, the National Mall		
Program Unit Sponsor	Arts & Industries Building (AIB)		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Close Building and Relocate/Consolidate Staff and Collections		
Project Number	0315110		
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: XXX
Project/Useful segment is funded:	Incrementally:	XXX	Fully:
Did the Capital Planning Board approve the project? Yes		Date:	April 10, 2003
Did the Capital Planning Board approve the current funding proposal?		Date:	May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)		Date:	September 2003
Did Congress authorize the project? (If not required, indicate NA)		Date:	N/A

B. PROJECT BASELINE		
Initial Baseline Date: April 2003	Date of Baseline Change:	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>Originally designed to house the rapidly growing National Museum, the 198,000 gross square foot Arts and Industries Building (AIB) was started in April 1879 and completed in March 1881. The last major renovation of the building utility systems took place in the 1970s. The HVAC equipment and electrical and other utility systems are now nearly 30 years old and break down with increasing frequency. The President signed Pubic Law 108-184 designating the use of the Arts and Industries Building as 1 of 4 sites for consideration to establish a National Museum of African American History and Culture in 2003. The Smithsonian has completed the design of the AIB Renovation Project to approximately the 50% stage. The estimated cost of the total renovation of the Arts and Industries Building is estimated to be about \$182 million.</p> <p>The AIB's current condition is very poor. Roof leakage continues to cause further damage to roof structure, building components, paint and plaster. Paint is peeling at an increasing rate, which in turn increases the risk of contamination from lead. The Institution closed the building to the public in January 2004 because of the risk of roof and systems failure. All staff, collections and other activities now housed in the building will be relocated by mid-FY 2006. Ultimately, the total move and relocation costs will be determined by the final scenario approved for rehabilitation of existing SI space, currently leased space, and newly acquired leased space. Design and construction costs for "mothballing" the historic structure are currently being developed. The Institution plans to seek funding in the outyears for the revitalization project.</p> <p>Relocation plans for AIB occupants have been developed under various scenarios including existing SI space and leased space, balancing programmatic efficiency and cost. In addition to offices, several specialized spaces must be relocated, including collections (archives, requiring heavy floor-loading), public programs (the AIB exhibition program and Discovery Theater), the infant/toddler day care center, and the Institution's entire central computer center and support spaces. The FY 2005 budget request includes \$25 million to permanently relocate AIB occupants to owned and leased space. An additional \$10.8 million is requested in FY 2006 to complete the relocation of units from the building. An additional cost of \$4.2 million is included in FY 2006 to consolidate the SI Archives and the Office of the Chief Information Officer (OCIO) from various remote and local locations into the new, permanent location(s). This consolidation will eliminate a number of operating inefficiencies for both units. Currently, OCIO staff and equipment are located in several different buildings, requiring daily travel time between sites even for routine tasks. SI Archives collections are located in a number of geographical locations, from Virginia to Pennsylvania, which hampers comprehensive treatment and use of the materials by staff and scholars.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		April 2003
Design Completion Date:		July 2005
Construction Start Date:		August 2004
Construction Completion Date:		May 2006
Building Closure Date:		June 2006
Public Opening Date (if applicable):		N/A

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3. Detail of Total Project Cost Estimate	Amount in \$Millions
CAPITAL COSTS	
Planning/Design <i>included in total</i>	4.0
Revitalization/Construction <i>includes only relocation costs</i>	40.0
Contingency <i>included in total</i>	Percentage:
Construction Management <i>incl. in total</i>	Percentage:
Building Commissioning <i>included in total</i>	Percentage:
TOTAL CAPITAL COSTS:	40.0
TOTAL PROJECT COST	44.0
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used) Preliminary estimates based on proposed relocations into various combinations of existing SI-owned space and leased space. Estimates based on rule-of-thumb costs per square foot per industry standards and historical SI costs. Both leased space improvements and renovations in existing SI buildings were considered. Locations for relocations have been preliminarily suggested, but are not yet approved. Design cannot begin until locations are finalized. NOTE: costs above are for relocation and closure only, not revitalization and re-occupancy of the building.	

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2005	Request to OMB						Date: Sept 2003	
FEDERAL Capital Costs		26.4							26.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS		26.4							26.4
"Above the line" request		7.4							7.4
TOTAL PROJECT FUNDS:		33.8							33.8
PRIOR BUDGET REQUEST	FY: 2005	Request to OMB						Date: Sept 2003	
FEDERAL Capital Costs		26.4							26.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS		26.4							26.4
Non-Capital Costs		7.4							7.4
TOTAL PROJECT FUNDS:		33.8							33.8
CURRENT BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	4.0	25.0	15.0						44.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS	4.0	25.0	15.0						44.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	4.0	25.0	15.0						44.0
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	+4.0	-1.4	+15.0						+10.2
TRUST Capital Costs									
TOTAL CAPITAL COSTS	+4.0	-1.4	+15.0						+10.2
Non-Capital Costs		-7.4							
TOTAL PROJECT FUNDS:	+4.0	-8.8	+15.0						+10.2
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): Budget priorities required rescheduling several components of the planned moves, and further planning/design identified costs not previously anticipated. The FY 2005 request mistakenly did not include prior year funding used for design and some early relocations.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY): 2006	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)			
Facilities Costs (Maintenance, Operations Security & Support):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:			TBD
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Operating costs under development pending final decisions and selection of relocation space(s).			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2005		Request to OMB:						Date: Sept 2003							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
PRIOR BUDGET REQUEST	FY: 2005		Request to OMB:						Date: Sept 2003							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2006		Request to OMB:						Date: Sept 2004							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
Explanation of Change:																
Until final scenario of existing and leased space configuration is finalized, operating costs are pending.																

SMITHSONIAN INSTITUTION
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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):
 Structural analysis of the historic AIB roof trusses has revealed that the structural integrity of main roof components is at risk of failure. The 2003 Roof Report recommended that "... a permanent roof repair/replacement program be implemented within two years in order to ensure the safety of the museum patrons" (Thornton Tomasetti Cutts Structural Report, 2003). Due to the serious deterioration of roof elements, the Institution has closed the building to the public as of January 2004 and has determined that the building must be vacated by mid-2006 to ensure the health, safety and welfare of staff, collections and critical equipment. Planning has already begun for the relocation of collections, programs, and occupants. The FY 2006 appropriation is needed to complete the construction, space fit-out and move of collections and occupants by mid 2006.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	
Project Manager:	Christopher Lethbridge, Office of Project Management, OFEO
Design Manager:	various, Office of Engineering and Design, OFEO
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	various
Other Management Plans (Executive/Steering Committees, etc.)	
To be determined.	

C. Acquisition Plan (describe proposed contracting methodology):

Contracts for renovating space in existing SI building will be awarded following FAR requirements to SI "term" architect-engineer and construction contractors. Contracts for design and fit-out of leased spaces will be awarded per terms of existing and new leases.

PART III: CURRENT STATUS (describe performance against milestones)

Planning has been underway for the relocation of collections, programs, and occupants since the decision was made to close the building. Plans for new facilities for the Discovery Theater and the infant and toddlers daycare programs have been completed by OFEO staff and those programs are expected to move to their new locations by the end of 2004. Design is underway for the relocation of the first administrative offices to currently leased space in nearby buildings. Funding in FY 2005 and FY 2006 will permit the relocation of the remaining units by mid-2006. Options for the acquisition of new leased space are currently being developed with a recommendation to SI executive staff planned for September 2004. The final cost of the relocations will depend on the approved scenario for fit-out of currently leased and owned SI space and the leased acquisition of new facilities. Design and construction costs for "mothballing" the historic structure and for instituting temporary repairs are currently being developed.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	National Mall, Washington , DC		
Program Unit Sponsor	National Museum of American History, <i>Behring Center</i>		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Revitalize NMAH-BC Public Space		
Project Number	0103101		
Project Partners	Behring Foundation		
This Project Is:	New Construction:		Revitalization of Existing Facility: XX
Project/Useful segment is funded:	Incrementally: XX		Fully:
Did the Capital Planning Board approve the project?		Date:	May 2002
Did the Capital Planning Board approve the current funding proposal?		Date:	April 2003
Did the Smithsonian Board of Regents approve the project?		Date:	Sept 2001
Did Congress authorize the project? (If not required, indicate NA)		Date:	NA

B. PROJECT BASELINE		
Initial Baseline Date: August 2002	Date of Baseline Change:	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>The Public Space Renewal Project provides a boost in modernizing the National Museum of American History, <i>Behring Center</i> (NMAH) which is eligible for the National Register of Historic Places due to its location on the National Mall. All three main exhibit public floors of the Museum, comprising of approximately 30,500 gross square meters (330,000 gsf), are part of this major renewal which redefines the visitor experience and modernizes and clarifies circulation and amenities. The two main goals of this project are to enhance the visitors' experience as well as bring the NMAH to higher building code standards. In parallel with the program renewal, the scope of work includes new public restrooms, fire detection and alarm systems, life safety egress, fire protection, elevators and escalators, circulation corridors and amenity lobbies, mechanical improvements, new power distribution, exterior hardscape and landscape, and physical security of the Museum. In addition to the Public Space Renewal Project the modernization includes four major exhibits endorsed by the Blue Ribbon Commission. Two exhibits, <i>Price of Freedom</i> and <i>America's Story</i> (Introductory Exhibit), are funded by the Behring Foundation. The other exhibits, <i>America on the Move</i>, and <i>Star Spangled Banner</i>, are funded from several sources. The Public Space Renewal Project must be accomplished in coordination with the Museum exhibit renewal program. The project will also be coordinated with the Anti-Terrorism Protection Program to reduce the building's vulnerability to attack.</p> <p>Due to incremental funding from both Federal and Trust sources and the desire to keep the Museum open during construction, the project has been phased over a number of years in packages as follows:</p> <p>a.) East Wing of the Building – includes upgrading fire detection / alarm system and connecting it to the Network Command Center; new third floor public restrooms; correcting life safety / fire protection deficiencies; new fire door; new lighting system; acoustic treatment; and architectural finishes. This package supports the <i>Price of Freedom</i> exhibit, which is scheduled to open in November 2004.</p> <p>b.) Central Core of the Building – includes improvements to the Flag Hall; upgrading fire detection / alarm system; improving museum lighting and sound; correcting life safety / fire protection deficiencies, new public restrooms; providing a new power distribution system; initiating the correction of the mechanical system; replacing and upgrading elevators. This package supports the <i>Star Spangled Banner</i> exhibit, which is scheduled to open in June 2007.</p> <p>c.) Central Core and West Wing of the Building – includes upgrading fire detection / alarm system; new public restrooms, correcting life safety / fire protection deficiencies, finalizing improvements to the mechanical system; replacing elevators and escalators; new fire door, constructing the South entrance pavilion; new vertical connection between first and second floor, new lighting system, acoustic treatment; and architectural finishes.</p> <p>d.) Building Perimeter – includes landscape/hardscape renewal; a new irrigation system; fountains; tour and school bus drop-off; constructing the North entrance pavilion and the security perimeter barrier; and installing architectural finishes within the building.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		June 2003
Design Completion Date:		January 2005
Construction Start Date:		March 2004
Construction Completion Date:		August 2007
Building Occupancy Date:		N/A
Public Opening Date (if applicable):		N/A

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		8.0
Revitalization/Construction		62.0
Contingency	Percentage: 15% of 62 million	9.3
Construction Management	Percentage: 8.5% of 62 million	5.1
Building Commissioning	Percentage: 1% of 62 million	.6
TOTAL CAPITAL COSTS:		85.0
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		85.0
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used) Estimates are based on preliminary planning for the capital portion of the project.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES										
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total	
INITIAL PROJECT BASELINE: prelim.	FY: 2004	Request to OMB						Date: Sept 2002		
FEDERAL Capital Costs	9.5	11.0	22.0					7.5	50.0	
TRUST Capital Costs	35.0								35.0	
TOTAL CAPITAL COSTS	44.5	11.0	22.0					7.5	85.0	
Non-Capital Costs										
TOTAL PROJECT FUNDS:	44.5	11.0	22.0					7.5	85.0	
PRIOR BUDGET REQUEST	FY: 2005	Request to OMB						Date: Sept 2003		
FEDERAL Capital Costs	8.5	15.0	23.0	3.5					50.0	
TRUST Capital Costs		15.0	10.0	10.0					35.0	
TOTAL CAPITAL COSTS	8.5	30.0	33.0	13.5					85.0	
Non-Capital Costs										
TOTAL PROJECT FUNDS:	8.5	30.0	33.0	13.5					85.0	
CURRENT BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004		
FEDERAL Capital Costs	8.5	10.0	28.0	3.5					50.0	
TRUST Capital Costs	3.0	12.0	10.0	10.0					35.0	
TOTAL CAPITAL COSTS	11.5	25.0	38.0	13.5					85.0	
Non-Capital Costs										
TOTAL PROJECT FUNDS:	11.5	25.0	38.0	13.5					85.0	
CHANGES (Prior Request to Current Request)										
FEDERAL Capital Costs	0	-5.0	+5.0	0					0	
TRUST Capital Costs	+3.0	-3.0	0	0					0	
TOTAL CAPITAL COSTS	+3.0	-8.0	+5.0	0					0	
Non-Capital Costs										
TOTAL PROJECT FUNDS:	+3.0	-8.0	+5.0	0					0	
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): The FY 2005 estimate was lowered from the initial baseline due to other pressing SI priorities for that budget year; the phasing was adjusted, with some trust funds advanced to FY 2005. Federal funds are requested in FY 2006 to restore the original schedule to meet requirements of the exhibits renewal program funded from the Behring gift.										

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)			TBD
Facilities Costs (Operations & Maintenance, Security, Safety):			TBD
Central SI Support Costs (Overhead):			TBD
TOTAL ANNUAL OPERATING COST:			TBD
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Estimates of future operating costs will be completed once more planning and design has been completed.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY:		Request to OMB or Congress:						Date:							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
PRIOR BUDGET REQUEST	FY:		Request to OMB or Congress:						Date:							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY:		Request to OMB or Congress:						Date:							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The fire detection and alarm system is outdated and requires excessive maintenance. The public rest rooms are outdated, do not meet code in fixture quantity, and are not fully accessible. Public circulation areas, amenities, lobbies, seating, telephones and secure coat check facilities are worn and in disrepair. The elevators are not fully accessible and are not all on emergency power. The escalators are reaching the end of their useful life. Paths of emergency egress are not clearly defined creating life safety hazards for the public, staff and their families. Fire separation doors are a life safety hazard and require excessive maintenance. Areas of rescue assistance for the disabled are needed. The deficiencies in the mechanical system have caused extreme variations in the building humidity. Steam condensate piping and pressure reducing valve stations are in poor condition, and transformer vaults are not air conditioned, threatening power failures due to heat. Leaks from the mechanical system require constant maintenance and threaten irreparable moisture damage to the Museum collections. Site landscaping, hardscape, and special features, such as the west reflecting pool, are in disrepair, are safety hazards, and need renewal. In addition, the Museum lacks a security perimeter barrier against terrorist threats as well as a good screening system for visitors and vehicles as part of the Smithsonian security initiative.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Pedro I. Colon, Office of Project Management, OFEO
Project Manager:	TBD
Design Manager:	Santiago Caballero, Office of Engineering, Design & Construction, OFEO
Construction Manager (Res. Engineer):	Stephen Christensen, Office of Engineering, Design & Construction, OFEO
Program Manager/Liaison & Unit	Randall Inouye, Program Director National Museum of American History, <i>Behring Center</i>

Other Management Plans (Executive/Steering Committees, etc.)

To be determined.

C. Acquisition Plan (describe proposed contracting methodology):

Contractor, Turner Construction Company is teamed with A-E, Skidmore Owings & Merrill for a design / build delivery system of the project. Details of contract structure to be determined.

PART III: CURRENT STATUS (describe performance against milestones)

Survey/review of existing conditions on the third floor east wing, Schematic Design and Design Development Phase (35%) for Package I only was awarded to A-E Skidmore, Owings & Merrill. The 35% Design Development Phase was completed in December 2003. Construction for Package I started in March 2004, and is scheduled for completion by early November 2004.

Survey/review of existing conditions and Schematic Design for the entire building were awarded to A-E Skidmore, Owings & Merrill in February 2004. The schematic design for the entrance pavilions, Flag Hall, Star Spangled Banner exhibit, and public spaces on the first, second, and third floors were completed in August 2004.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	National Mall, Washington, DC		
Program Unit Sponsor	National Museum of Natural History		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Continue Revitalization, National Museum of Natural History		
Project Number			
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: XXX
Project/Useful segment is funded:	Incrementally: XXX		Fully:
Did the Capital Planning Board approve the project?		Date:	1992
Did the Capital Planning Board approve the current funding proposal?		Date:	May 2004
Did the Smithsonian Board of Regents approve the project?		Date:	1992
Did Congress authorize the project? (If not required, indicate NA)		Date:	NA

B. PROJECT BASELINE		
Initial Baseline Date: 1992	Date of Baseline Change: August 2002	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>Replace HVAC, ductwork, lighting, and electrical wiring. Abate and encapsulate asbestos and lead. Restore and upgrade the windows in the original building. Upgrade fire protection and detection systems, storm water systems, water distribution, sanitary, and power systems. Remove and replace the mezzanines to meet acceptable fire protection and accessibility standards. Modify staff restrooms to meet ADA requirements. Update the existing security system. Create a safe storage facility for the variety of hazardous chemicals used in the Museum's scientific research departments. Repair and replace deteriorated piping systems in the tunnels beneath the ground floor of the museum, including primary fire protection sprinkler mains, storm and sewage mains, and miscellaneous water and steam piping. Upgrade emergency power systems to bring the building's life safety systems into code compliance.</p> <p>The current (FY 2005) phase of the project continues the on-going Major Revitalization of the Natural History Building with the renovation of the building's mechanical and electrical systems and associated work. Focus in FY 2005 will be the completion of the renovation of the 6th Floor of the building's West Wing and the start of the Central Halls HVAC renovations (Halls 8, 9, 10, 23, 24, 25, & 7 West). All new air conditioning and heating distribution system are to be installed; the electrical system upgraded, including a new lighting system; and space modifications made to provide a more flexible and serviceable working environment in the both the West Wing offices/collections/lab areas and the Central Halls. The Central Halls project will be the first of two phases to renovate and restore the mechanical/electrical systems and architectural envelope of the building in preparation for the Ocean Exhibit currently under design for Halls 8, 9, 10, and 7 West.</p> <p>In FY 2006 the work will include completion of the restoration of Halls 7, 8, 9 and 10 to allow installation of the Oceans Exhibit (funded with \$18 million from the National Oceanic and Atmospheric Administration); replacement of the HVAC and associated renovation of the basement in the West Wing and southwest third floor of the main building; replacement of the main building fire pump; and renovation of several critically deteriorated elevators.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		1985
Design Completion Date:		Ongoing (phases designed separately)
Construction Start Date:		Ongoing since 1988
Construction Completion Date:		Est. 2012
Building Occupancy Date:		Phased
Public Opening Date (if applicable):		NA

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		40.9
Revitalization/Construction		282.0
Contingency	Percentage: 12% of 282.0	34.0
Construction Management	Percentage: 10% of 282.0	28.2
Building Commissioning	Percentage: 1% of 282.0	2.8
TOTAL CAPITAL COSTS:		387.9
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		387.9
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Portions of estimate represent completed work; cost of remaining work based on experience with prior phases.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2004	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	114.0	10.0	34.0	47.0	34.0	33.0	34.0	94.5	400.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS	114.0	10.0	34.0	47.0	34.0	33.0	34.0	94.5	400.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:	114.0	10.0	34.0	47.0	34.0	33.0	34.0	94.5	400.5
PRIOR BUDGET REQUEST	FY: 2005	Request to OMB						Date: Sept 2003	
FEDERAL Capital Costs	101.4	13.0	45.0	34.0	29.0	38.0	25.0	23.0	308.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS	101.4	13.0	45.0	34.0	29.0	38.0	25.0	23.0	308.4
Non-Capital Costs									
TOTAL PROJECT FUNDS:	101.4	13.0	45.0	34.0	29.0	38.0	25.0	23.0	308.4
CURRENT BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	101.4	10.0	24.2	39.4	34.0	33.0	34.0	111.9	387.9
TRUST Capital Costs									
TOTAL CAPITAL COSTS	101.4	10.0	24.2	39.4	34.0	33.0	34.0	111.9	387.9
Non-Capital Costs									
TOTAL PROJECT FUNDS:	101.4	10.0	24.2	39.4	34.0	33.0	34.0	111.9	387.9
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs		-3.0	-20.8	+5.4	+5.0	-5.0	+9.0	+88.9	+79.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS		-3.0	-20.8	+5.4	+5.0	-5.0	+9.0	+88.9	+79.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:		-3.0	-20.8	+5.4	+5.0	-5.0	+9.0	+88.9	+79.5
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): Components of the project were rearranged and re-estimated based on current Museum exhibit plans and other Revitalization priorities. Additional work required to complete the revitalization of the building have also been identified, causing the overall cost increase.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)			
Facilities Costs (Operations & Maintenance, Security, Safety):		0	.2
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		0	.2
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
No additional operating costs currently anticipated beyond an increase in utilities used by new equipment.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 04		FY 05		FY 06		FY 07		FY 08		FY 09		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2003				Request to Congress						Date: Feb 2002					
TOTAL FEDERAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
PRIOR BUDGET REQUEST	FY: 2004				Request to OMB						Date: Sept 2002					
TOTAL FEDERAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
CURRENT BUDGET REQUEST	FY: 2005				Request to OMB						Date: Sept 2003					
TOTAL FEDERAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		.2		.2		.2		.2		.2		.2		.2		.2
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:		0		0		0		0		0		0		0		0
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:		0		0		0		0		0		0		0		0
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The windows in the main building are original and are so badly deteriorated they no longer provide a proper seal; they are also covered with layers of lead-based paint. The 40-year-old HVAC, control, fire protection and suppression, and laboratory exhaust systems are all 20 years past their projected normal useful life and break down frequently. The automatic temperature control system is obsolete and does not operate satisfactorily to maintain stable temperature and humidity necessary for long-term preservation of the collections. Seventy percent of the electrical lighting and power panels in the building are more than 30 years old. The emergency power system is inadequate to operate the more than 40 elevators, 3 fire pumps, and emergency lighting in the building in the event of a major power outage. Restrooms for the public, and some for staff, have been modified to make them accessible, but 22 staff restrooms in the building still do not meet ADA requirements. Asbestos has been abated in all major equipment rooms and in the attics, but it remains in duct wrap, mastic, pipe insulation, and most of the vinyl floor tile. Lead in old paint is present throughout the building, and must be abated or encapsulated. To meet pressing space needs, mezzanines have been added over the years in a haphazard fashion; none have sufficient fire separation from adjacent spaces, they are inaccessible to persons with disabilities, and many are overcrowded to the point of structural stress. None of these mezzanines can be renovated to meet code requirements. They must be removed or replaced. The Museum continues to outgrow its quarters, diminishing the space available for public use. When the building opened in 1910, 220,000 square feet of exhibit space was provided. Today, visitation has increased a thousand fold from the earliest days of the Museum, yet exhibits currently occupy 25 percent less space. Escalators installed in the 1970s are poorly placed and do not serve visitor needs. The museum's main public entrance from the National Mall, used by 80% of the museum's visitors, is not accessible to persons with disabilities. Presently, the only accessible entrance to the museum is at Constitution Avenue, a three-block journey for those arriving at the Mall entrance.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	
Project Manager:	Walter Ennaco, Office of Project Management, OFEO
Design Manager:	Various
Construction Manager (Res. Engineer):	Various
Program Manager/Liaison & Unit	Jerome Conlon Asst. Director Facilities Operations, NMNH
Other Management Plans (Executive/Steering Committees, etc.)	

C. Acquisition Plan (describe proposed contracting methodology):

Bids for each phase are solicited via a request for proposal in the Commerce Business Daily. Competition is based on best value, technical ability of offerors and price. Contracts are awarded on a firm fixed price basis.

PART III: CURRENT STATUS (describe performance against milestones)

Construction completed on the NMNH renewal includes the central cooling plant and emergency generator, asbestos abatement in all mechanical spaces and attics, replacement of all windows in the east and west wings, HVAC equipment replacement, the replacement of the roof, repair of the façade and skylights, installation of mechanical/electrical systems for the East and West wings, renovation of the East Wing 4th and 5th floors (36,000 square feet), renovations to Halls 13 – 16 (25,600 square feet) and Halls 11 & 30 (15,600 square feet), the HVAC Phase VI renovations to the Attic spaces and emergency power modifications are about 95% complete. The HVAC Phase IIC renovations for the 6th Floor West Wing was awarded in late 2003 and is expected to be completed in early FY05. Restoration and renewal includes complete replacement and upgrade of the HVAC system, electrical distribution system, fire protection and detection, plumbing systems, lighting, architectural restoration, and asbestos and lead abatement.

A major design is underway for the FY 2004–2007 renovation of Halls 7, 8, 9, 10 (22,000 square feet) for the future Ocean Exhibit and 23, 24, 25 (14,600 square feet) for permanent and temporary exhibits. After award in late FY 2004, demolition of the halls will begin after object removal. Also in FY 2004, the Executive Conference Room relocation will be awarded and designs were started for Renovations of the Basement/Ground Floor in the East Wing, the Basement of the West Wing, and Southeast Quadrant of the Main Building (all totaling more than 110,000 square feet).

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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	Washington, DC			
Program Unit Sponsor	National Zoological Park			
Account Title	Facilities Capital, Revitalization			
Account Identification Code				
Name of Project	NZIP, Asia Trail (includes Phase I: Renovate Deer & Tapir Area & Phase II: Elephants)			
Project Number	Phase I: 00003-02; Phase II: 02003-01			
Project Partners				
This Project Is:	New Construction:		Revitalization of Existing Facility:	XXX
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?			Date:	June 2001
Did the Capital Planning Board approve the current funding proposal?			Date:	May 2004
Did the Smithsonian Board of Regents approve the project?			Date:	Sept. 2001
Did Congress authorize the project? (If not required, indicate NA)			Date:	NA

B. PROJECT BASELINE		
Initial Baseline Date:	Date of Baseline Change:	Indicate Here if Preliminary: XXXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):</p> <p>The National Zoo's Renewal Plan reorganizes and rebuilds the Zoo, grouping animals by their natural geographic locations. As its first major component, the mission of Asia Trail is to create a compelling, Asian themed path from the new Sloth Bear exhibit at the main entrance, to the renovated and expanded Panda House, and beyond to a world-class Elephant facility. The project will develop the Zoo's master planning objectives of providing ADA access, modernizing infrastructure, and opening up areas of the Zoo now closed to the public.</p> <p><u>Asia Trail Phase I:</u> In keeping with the Zoo's goals, Phase I will feature many of the Zoo's most charismatic "stars" in a cohesive immersion experience: sloth bears, clouded leopards, fishing cats, red pandas, Japanese giant salamanders, and giant pandas. The area will include state-of-the-art interpretive displays to connect the visitor's on-site experience with current research and conservation efforts at Front Royal and in the field to reinforce the importance of ecology and habitat conservation.</p> <p><u>Asia Trail Phase II:</u> Phase II will provide a new, larger facility for the long-term commitment to house, breed, and continue important research on a multi-generational herd of up to eight adult Asian elephants. The proposed facilities will include construction of a new Elephant facility, and will encompass approximately four adjacent acres to provide adequate year round housing, new exhibit yards, safe primary containment, and heavily landscaped perimeters. An innovative elephant trek feature is designed to exercise the animals as well as offer sensory stimulus outside their daily routine. Large pools and multiple enrichment devices in the animals' enclosures will allow the elephants to exhibit behavior traits currently restricted by space limitations. Accessible areas surrounding the elephant enclosures will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs. Reproductive science laboratories, visible to the public will allow visitors to watch zoo scientists at work.</p> <p>In both phases, the project will replace currently deteriorated animal facilities as well as replace severely inadequate site utilities. The work includes new water service to permit installation of fire suppression systems and meet the needs of the animals, new high-voltage electric service to increase capacity and replace the existing single phase service, improved sewer and storm water management, new gas service, new security systems, new perimeter fencing and railings, a new fiber-optic communications backbone, and installation of new public walkways that meet ADA guidelines. Existing holding buildings will be replaced with new structures to meet current USDA and AZA animal containment regulations. Holding buildings are designed for energy efficiency and fire suppression systems will reduce the hazard to the animal collection.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:	Ph. I: October 2002; Ph. II: Mar 2003	
Design Completion Date:	Ph. I: October 2003; Ph. II: Aug 2005	
Construction Start Date:	Ph. I: May 2004; Ph. II: Spring 2006	
Construction Completion Date:	Ph. I: April 2006; Ph. II: Fall 2007	
Building Occupancy Date:	Ph. I: April 2006; Ph. II: Winter 2007	
Public Opening Date (if applicable):	Ph. I: Summer 2006; Ph. II: Winter 2007	

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3. Detail of Total Project Cost Estimate		Amount in \$Millions		
		Ph. I	Ph. II	Total
CAPITAL COSTS				
Planning/Design		4.0	6.0	10.0
Revitalization/Construction		34.8	40	74.8
Contingency	Percentage: Ph 1 = 10.0%; Ph 2 = 10%	3.8	4	7.8
Construction Management	Percentage: Ph 1 = 10.0%; Ph 2 = 16%	3.7	6.7	10.4
Building Commissioning	Percentage: Ph 1 = 1%; Ph 2 = 1%	.3	0.4	.7
TOTAL CAPITAL COSTS:		46.6	57.1	103.7
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		3.4	2.2	5.6
TOTAL PROJECT COST		50.0	59.3	109.3
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)				
Estimate for Phase I based on awarded contract with appropriate contingencies; estimate for Phase II based on _15_% design.				

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE: PRE	FY: 2003	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	20.7	35.0	38.5						94.2
TRUST Capital Costs	3.6								3.6
TOTAL CAPITAL COSTS	24.3	35.0	38.5						97.8
Non-Capital Costs (TRUST)	3.1								3.1
TOTAL PROJECT FUNDS:	27.4	35.0	38.5						100.9
PRIOR BUDGET REQUEST	FY: 2005	Request to OMB						Date: Sept 2003	
FEDERAL Capital Costs	21.2	49.0	29.0						99.2
TRUST Capital Costs	6.1								6.1
TOTAL CAPITAL COSTS	27.3	49.0	29.0						105.3
Non-Capital Costs (TRUST)	3.1								3.1
TOTAL PROJECT FUNDS:	30.4	49.0	29.0						108.4
CURRENT BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	37.3	14.5	16.0	32.5					100.3
TRUST Capital Costs	3.4								3.4
TOTAL CAPITAL COSTS	40.7	14.5	16.0	32.5					103.7
Non-Capital Costs (TRUST)	3.4		2.2						5.6
TOTAL PROJECT FUNDS:	44.1	14.5	18.2	32.5					109.3
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	+16.1	-34.5	-13.0	+32.5					+1.1
TRUST Capital Costs	-2.7								-2.7
TOTAL CAPITAL COSTS	+13.4	-34.5	-13.0	+32.5					-1.6
TRUST Non-Capital Costs	+3		+2.2						+2.5
TOTAL PROJECT FUNDS:	+13.7	-34.5	-10.8	+32.5					+9
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
The change to prior year funding reflects the .646% initial rescission in the FY 2004 Appropriation. The second rescission (.59%) was restored by redirecting prior year balances from other revitalization projects. Components of the project were rescheduled because of changing budgetary priorities.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)	08	9	1.1
Facilities Costs (Operations & Maintenance, Security, Safety):		13	1.0
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		22	2.1
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
<p>Programmatic Costs: This is a very preliminary estimate based on current costs for similar space at the Zoo, and reflects expected expansion in animal programs, exhibits and outreach activities, and horticultural requirements.</p> <p>Facilities Costs: Based on current design, OFEO estimates that there will be at least a 300% increase in building systems requiring maintenance, and additional public building space to be cleaned. The FTEs and dollars represent only the increased resources required to operate and maintain the renovated and enlarged facilities.</p>			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2005				Request to OMB						Date: Sept 2003					
TOTAL FEDERAL OPERATING COST:							9	.7	10	.8	10	.8	10	.8	10	.8
TOTAL TRUST OPERATING COST:							0	0	0	0	0	0	0	0	0	0
TOTAL ANNUAL OPERATING COST:							9	.7	10	.8	10	.8	10	.8	10	.8
PRIOR BUDGET REQUEST	FY: 2005				Request to OMB						Date: Sept 2003					
TOTAL FEDERAL OPERATING COST:							9	.7	10	.8	10	.8	10	.8	10	.8
TOTAL TRUST OPERATING COST:							0	0	0	0	0	0	0	0	0	0
TOTAL ANNUAL OPERATING COST:							9	.7	10	.8	10	.8	10	.8	10	.8
CURRENT BUDGET REQUEST	FY: 2006				Request to OMB						Date: Sept 2004					
TOTAL FEDERAL OPERATING COST:							18	1.6	22	2.1	22	2.1	22	2.1	22	2.1
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:							18	1.6	22	2.1	22	2.1	22	2.1	22	2.1
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:							+9	+.9	+12	+1.3	+12	+1.3	+12	+1.3	+12	+1.3
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:							+9	+.9	+12	+1.3	+12	+1.3	+12	+1.3	+12	+1.3

Explanation of Change:

Additional information on planned building systems and utility infrastructure has necessitated an increase in estimated staff to operate and maintain the facilities and utility infrastructure.

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The Zoo is more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment is deteriorating. Many of our largest creatures—lions, tigers, bears, elephants, giraffes, hippos, rhinos—are housed in our oldest areas. Yet families come to the Zoo primarily to see these species, often called "charismatic mega-vertebrates." The current sloth bear exhibit, for example, was built in the late 1890s and is slated to be replaced in Asia Trail I. The Elephant House was originally constructed in the 1930s. In addition, Asia Trail will address significant failing areas of the Zoo by developing the Zoo's master planning and renewal objectives of providing complete ADA access, enhanced visitor experiences and the replacement of obsolete and inadequate infrastructure systems with code-compliant mechanical, electrical, plumbing and drainage systems.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Thomas Myers, Office of Project Management OFEO
Project Manager:	NA
Design Manager:	Eric Mucklow (Phase I), Office of Engineering, Design & Construction, OFEO Ric Hider (Phase II), Office of Engineering, Design & Construction, OFEO
Construction Manager (Res. Engineer):	Marc Muller, Office of Engineering, Design & Construction, OFEO
Program Manager/Liaison & Unit	Susan Ades, Acting Head, Exhibits and Outreach, NZP; Bill Xanten, General Curator, NZP
Other Management Plans (Executive/Steering Committees, etc.)	
Project committee includes NZP senior staff from Animal Programs, Facilities Management and Construction, Exhibits and Outreach, Friends of the National Zoo, and Office of the Director.	

C. Acquisition Plan (describe proposed contracting methodology):

Phase I Construction contract is a firm fixed price contract. The Contractor was selected from qualified bidders by the 'best value' method. The formula used was based 50% on best price and 50% on technical qualifications as determined by an evaluation panel. The contractor selected for phase I scored highest of seven competitors in both price and technical categories.

Phase II design has been negotiated with A/E firm already pre-qualified by Smithsonian Institution task order process. Construction will be a best value, firm fixed price contract with selection panel.

PART III: CURRENT STATUS (describe performance against milestones)

The Phase I construction contract was awarded in April 2004. Staggering increases in construction material commodities, largely due to steel and concrete prices, caused an increase to the base construction cost for Phase I to \$31 million. During the same time period, Phase II concept development changed from the renovation of an historic structure that currently houses the Asia elephants to an open area of the Zoo containing minimal structures. This reduced the cost estimate for Phase II by \$10.3M and that was applied to offset the increased cost of Phase I construction. Phase I construction is proceeding on schedule with opening expected in summer 2006.

Phase II design is progressing through 35%, with 100% design documents due in September 2005. The \$14.5 million expected in FY 2005 will be used to complete Phase I construction (\$10.3 million), and to relocate animals occupying the proposed Phase II site before the warm weather of 2005 is over (\$4.3 million). Following the relocation of these animals, demolition of buildings, retaining walls and utilities can begin in preparation for Phase II; construction is scheduled to start in June 2006.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Gamboa town site, Panama, Republic of Panama		
Program Unit Sponsor	Smithsonian Tropical Research Institute		
Account Title	Facilities Capital		
Account Identification Code			
Name of Project	Gamboa Research Facilities		
Project Number			
Project Partners			
This Project Is:	New Construction:	x	Revitalization of Existing Facility:
Project/Useful segment is funded:	Incrementally:	x	Fully:
Did the Capital Planning Board approve the project? Yes		Date:	May 2004
Did the Capital Planning Board approve the current funding proposal? Yes		Date:	May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)		Date:	Sept 2004
Did Congress authorize the project? (If not required, indicate NA)		Date:	In process

B. PROJECT BASELINE		
Initial Baseline Date: June 2004	Date of Baseline Change:	Indicate Here if Preliminary: XXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):</p> <p>* Gamboa Site Development Plan includes 13 acres of area to be developed for scientific research. The Plan also includes an additional 156 acres of adjacent tropical forest that has been assigned to STRI at no cost.</p> <p>* The site plan itself consists of the construction of 70,200 square feet of laboratories, offices, and support areas, for the following purposes: a) Tropical Forest Science, b) International Cooperative Biodiversity Groups, c) Molecular Systematics and Evolution Program, d) Tropical Neurophysiology and Behavior and e) Research and Education Center. Once the plan is fully executed, there will be 61,000 square feet of laboratories and office space, 7,000 square feet for an Educational Center and 2,200 square feet for infrastructure facilities.</p> <p>* The site, originally developed by Compagnie Universelle du Canal Interoceanique in the late 19th Century, hosts structures dating from the construction of Gamboa in the 1930's. The structures will recall the historic town architecture, but will incorporate the latest technology to provide modern and efficient working laboratories.</p> <p>* Phase 1: From 2006 to 2008 - Construction of Tropical Forest Science, Research and Education Center and basic infrastructure for the whole complex – At the start of this phase, the land/property should be purchased (from Panama's Interoceanic Region Authority), and the design of Tropical Forest Science Bldg (Old Schoolhouse) should begin along with the design of the sewage treatment plan, the backup electrical generator, a new security/perimeter fence and general driveways and parking area. All these elements should be constructed and completed by the end of FY 2008</p> <p>* Phase 2: From 2009 to 2012 - Construction of International Cooperative Biodiversity Groups facilities, Molecular Systematics and Evolution Program facilities and Field Station restoration.</p> <p>* Phase 3: From 2013 to 2015 - Construction of Tropical Neurophysiology and Behavior Bldg and research outbuildings.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		January 2006
Design Completion Date:		June 2014
Construction Start Date:		April 2007
Construction Completion Date:		March 2015
Building Occupancy Date:		various
Public Opening Date (if applicable):		n/a

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Land Acquisition		2.0
Planning/Design		1.2
Revitalization/Construction		8.7
Contingency	Percentage: 5%	0.5
Construction Management	Percentage: 15%	1.5
Building Commissioning	Percentage: 1%	0.1
TOTAL CAPITAL COSTS:		
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0.0
TOTAL PROJECT COST		14.0
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Gamboa Site Development Plan completed. SI approval in progress. Estimated costs to be confirmed at the 35% design stage..		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs			3.2	6.0	1.1	0.1	1.8	1.8	14.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			3.2	6.0	1.1	0.1	1.8	1.8	14.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:			3.2	6.0	1.1	0.1	1.8	1.8	14.0
PRIOR BUDGET REQUEST	FY: 2003	Request to OMB						Date:	
FEDERAL Capital Costs	0.25								
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:									
CURRENT BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs			3.2	6.0	1.1	0.1	1.8	1.8	14.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			3.2	6.0	1.1	0.1	1.8	1.8	14.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:			3.2	6.0	1.1	0.1	1.8	1.8	14.0
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs			+3.2	+6.0	+1.1	+0.1	+1.8	+1.8	+14.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			+3.2	+6.0	+1.1	+0.1	+1.8	+1.8	+14.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:			+3.2	+6.0	+1.1	+0.1	+1.8	++1.8	+14.0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): This project was not included in the FY 2005 budget request.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)			
Facilities Costs (Maintenance, Operations Security & Support):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:			TBD
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Operating requirements will be determined during programming/planning stages of each component.			

E. SUMMARY OF OPERATIONS FUNDING																		
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears			
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$		
INITIAL OPERATIONS ESTIMATE:	FY: 2006		Request to OMB:														Date: Sept 2004	
TOTAL FEDERAL OPERATING COST:																		
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:																		
PRIOR BUDGET REQUEST	FY:		Request to OMB:														Date	
TOTAL FEDERAL OPERATING COST:																		
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:																		
CURRENT BUDGET REQUEST	FY: 2006		Request to OMB:														Date: Sept 2004	
TOTAL FEDERAL OPERATING COST:																		
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:																		
CHANGES (Prior Request to Current Request)																		
TOTAL FEDERAL OPERATING COST:																		
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:																		
Explanation of Change:																		

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

Historically, terrestrial tropical science at the STRI has been housed at Tupper Center in Panama City and on Barro Colorado Island (BCI). The high profile and explosive success of STRI's scientific enterprise since the completion of the Tupper Building fifteen years ago and the final phase of infrastructure development on BCI in the last several years requires that STRI force itself on the development of new laboratories and office space aimed at accommodating and promoting the extraordinarily innovative research programs that have become the hallmark of STRI science. The Gamboa Site plan aims to consolidate STRI's terrestrial research enterprise in new and remodeled facilities in Gamboa; in turn, the research consolidation will permit STRI administration to consolidate its offices in the Tupper Center. The planned consolidation will permit the elimination of two old buildings (Tivoli Building, 1920; Pastor's House, 1935) on STRI's Tupper/Tivoli campus in downtown Panama City, and will permit STRI staff to vacate the 1935 wooden schoolhouse in Gamboa (bldg 56) and return that building to the ARI (gov't of Panama agency). Research staff currently located at 3 sites and in four different buildings will be relocated to the Gamboa campus. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location permitting improved flow of ideas and major equipment sharing.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Fernando Pascal, OFEO
Project Manager:	Herbert Sedelmeier, OFEO
Design Manager:	TBD
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	Eldredge Bermingham, Smithsonian Tropical Research Institute
Other Management Plans (Executive/Steering Committees, etc.)	

C. Acquisition Plan (describe proposed contracting methodology):

To be determined during programming/planning stages of the project.

PART III: CURRENT STATUS (describe performance against milestones)

STRI's 1986 Facilities Master Plan identified development required for the Gamboa site, including dormitory renovation, dock construction, a new laboratory building, a vivarium and insectary, and a maintenance shop and emergency generator. STRI has completed the dormitory renovation and dock construction, and the vivarium and insectary are under construction.

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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	Washington, DC, the National Mall			
Program Unit Sponsor	Office of Protection Services			
Account Title	Facilities Capital, Revitalization			
Account Identification Code				
Name of Project	Construct/Install Anti-Terrorism Protection			
Project Number	Multiple			
Project Partners				
This Project Is:	New Construction:	XXX	Revitalization of Existing Facility:	XXX
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?			Date:	Oct 2001
Did the Capital Planning Board approve the current funding proposal?			Date:	May 2004
Did the Smithsonian Board of Regents approve the project?			Date:	Jan 2002
Did Congress authorize the project? (If not required, indicate NA)			Date:	NA

B. PROJECT BASELINE		
Initial Baseline Date: January 2002	Date of Baseline Change: April 2003	Indicate Here if Preliminary: XXXX

1. Project Scope (specific description of work effort, including square footage involved, historical significance of existing building, project phases if applicable, highlight changes from original baseline):

The anti-terrorism major renewal program consists of multiple projects to reduce the Institution's vulnerability, including Mall-wide site adaptations, modifications to building perimeters and additions and modifications to building systems. The program will be implemented over multiple fiscal years with emphasis on the highest priority projects to reduce Smithsonian vulnerability to attack. The full program includes the following elements:

- **Construct Permanent Physical Security Barriers:** Install hardened perimeter barriers, pop-up barriers & guard booths (meeting established Government criteria) to provide a reasonable standoff distance from Smithsonian facilities thus ensuring vehicles (trucks) carrying explosives cannot drive immediately adjacent to our building exteriors. Current estimate for total project is \$33.0 million.
- **Mitigate Window Glass Hazards:** Modify windows, including film application with frame restraints or interior retro-fits to prevent glass from shattering into deadly shards. Remaining work to complete the Smithsonian facilities will occur at the NMNH, Renwick, Freer, Smithsonian Institution Building, Victor Building, Udvar-Hazy Dulles Center, Cooper-Hewitt, NMAI/ Heye Center, and Patent Office Building. Current estimate including NASM is \$61.5 million.
- **Install Perimeter Camera Systems:** Provide exterior surveillance cameras and monitoring in the security control rooms. Full-time recording by these cameras will provide invaluable investigative information in the event of a potential security or terrorist related event. Current estimate is \$0.6 million.
- **Provide Electronic Access Control:** Install Electronic Access Control (card readers) at all public/staff separation points throughout SI facilities to restrict the public's ability to gain access to sensitive and critical areas. Current estimate is \$0.7 million.
- **Modify Air Intakes for Chemical, Biological and Radiological Mitigation –** Modify and protect facility air intakes and HVAC systems at all Smithsonian facilities to prevent or reduce the impact of a potential chemical/biological/radiological attack against major metropolitan areas or the Smithsonian. Current estimate is \$2.3 million.
- **Provide Permanent Public Visitor Screening at NMNH and NMAH:** Install adequate numbers of magnetometers and x-ray equipment at each entrance of these two museums. This will improve security and speed the visitors' entry process into these popular museums. Planning and design studies are being conducted; however, no funding is currently defined for implementation.

FY 2006 REQUEST (Thousands of Dollars):	
Final design & construction of Phase II permanent perimeter barriers (Phase I installation to be obligated in FY 2004/2005 with \$6.9 million in FY 2003 S&E no-year anti-terrorism funds)	\$11,000
<u>Design glass mitigation at NASM and install glass mitigation at POB</u>	<u>\$3,000</u>
Total Request	\$14,000

2. Detail of Overall Project Schedule	Month & Year
Planning/Design Start Date:	2002
Design Completion Date:	Multiple sites and Projects
Construction Start Date:	Multiple starts
Construction Completion Date:	FY 2013
Building Occupancy Date:	NA

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Public Opening Date (if applicable):	NA
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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design:	Percentage: 12% of 75.0	11.1
Revitalization/Construction		85.8
Contingency	Percentage: 10% of 84.0	8.6
Construction Management	Percentage: 7% of 75.0	5.5
Building Commissioning	Percentage:	N/A
TOTAL CAPITAL COSTS:		111.0
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		111.0

Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)
Preliminary estimates based on experience with similar work in Smithsonian buildings and in other government agencies in Washington DC. Estimates will be refined as design for specific projects is completed.

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2003		Request to Congress					Date: Feb 2002	
FEDERAL Capital Costs	23.0	29.4							52.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS	23.0	29.4							52.4
Non-Capital Costs									
TOTAL PROJECT FUNDS:	23.0	29.4							52.4
PRIOR BUDGET REQUEST	FY: 2005		Request to OMB					Date: Sept 2003	
FEDERAL Capital Costs	12.9	4.9	11.0	6.1	2.2	7.8	6.5		51.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS	12.9	4.9	11.0	6.1	2.2	7.8	6.5		51.4
Non-Capital Costs									
TOTAL PROJECT FUNDS:	12.9	4.9	11.0	6.1	2.2	7.8	6.6		51.4
CURRENT BUDGET REQUEST	FY: 2006		Request to OMB					Date: Sept 2004	
FEDERAL Capital Costs	12.9	0	14.0	12.6	17.4	15.3	23.8	15.0	111.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS	12.9	0	14.0	12.6	17.4	15.3	23.8	15.0	111.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	12.9	0	14.0	12.6	17.4	15.3	23.8	15.0	111.0
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	0	-4.9	+3.0	+6.5	+15.2	+7.5	+17.3	+15.0	+59.6
TRUST Capital Costs									
TOTAL CAPITAL COSTS	0	-4.9	+3.0	+6.5	+15.2	+7.5	+17.3	+15.0	+59.6
Non-Capital Costs									
TOTAL PROJECT FUNDS:	0	-4.9	+3.0	+6.5	+15.2	+7.5	+17.3	+15.0	+59.6

Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):
The Institution's request was not included in the President's Budget for FY 2005. Subsequent evaluation has resulted in revisions to the scope, cost and schedule of the project including refinements to perimeter barrier cost estimates. Most notably, further study has revealed that glass mitigation at NASM will be far more expensive than previously anticipated.

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)			
Facilities Costs (Operations & Maintenance, Security, Safety):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		0	0
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
<p>No additional operating costs are currently projected, although resources may be needed for maintenance of mechanical and electronic security devices, additional security monitoring and personnel in possible additional guard booths. Requirements will be verified upon completion of design.</p>			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2005				Request to OMB:				Date: Sept 2003							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
PRIOR BUDGET REQUEST	FY: 2005				Request to OMB:				Date: Sept 2003							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2006				Request to OMB:				Date: Sept 2004							
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

Since the terrorist attacks on New York and Washington, DC on September 11, 2001 the Smithsonian Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum. The plan results in minimizing the potential damage to people, collections, and buildings should a terrorist attack take place. With the help of outside experts, SI staff performed risk assessments, reviewed security and disaster preparedness plans, and commissioned blast assessments for Smithsonian public buildings. This resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers separating the buildings from the street, installation of anti-shatter window film (or interior retro-fits) to mitigate the effects of glass window walls and doors shattering during a blast event, increased building perimeter camera surveillance, improved building emergency voice systems, secured non-public building areas with electronic access control, electronic screening of mail and visitors for the most heavily visited museums, protection against chemical, biological & radiological attack, and mitigation against the effects of blast and progressive collapse.

The National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, Feb 2003, identifies the SI as part of critical infrastructures and key assets. The popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation (approx. 25 million/year) distinguish the Smithsonian facilities from other government office buildings. If funding is not provided, there is an increased likelihood of damage to people, collections and buildings in the event of a terrorist attack.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	NA
Project Manager:	Judson McIntire, Office of Project Management, OFEO
Design Manager:	Multiple
Construction Manager (Res. Engineer):	Multiple
Program Manager/Liaison & Unit	Douglas Hall, Office of Protection Services, OFEO

Other Management Plans (Executive/Steering Committees, etc.)

The SI Anti-Terrorism Security Improvement Program/Project is sponsored and overseen by Office of Protection Services (OPS) senior staff. The project management of the program, including planning, design, and construction is being accomplished through a partnership of OFEO Offices; Office of Protection Services, Office of Project Management, Facility Master Planning, and Office of Engineering, Design & Construction.

C. Acquisition Plan (describe proposed contracting methodology):

Acquisition of the perimeter security barriers will be phased and likely follow traditional design/ bid/ build contracting methods. Acquisition of smaller projects requiring new design and construction services will be accomplished through existing relationships such as GSA (Blanket Purchase Agreements) and SI Indefinite Delivery Indefinite Quantity (IDIQ) contracts. Some other elements will be accomplished through modifications to existing design and construction projects.

PART III: CURRENT STATUS (describe performance against milestones)

The Office of Protection Services has completed risk assessments of all major SI facilities; completed blast assessments of NMNH, NMAH, NASM, SIB/AIB, POB and HMSG; installed temporary barriers around NASM, NMNH and NMAH and partial barriers at HMSG, AIB/ Quadrangle/ Freer; implemented full electronic screening of all visitors at NASM and temporary screening at NMNH and NMAH; completed installation or awarded contracts for select CCTV, Emergency Voice (or P/A) Systems and Glass Mitigation projects. Perimeter barrier design for NASM is final the construction contract and was awarded in Sept.2004; 35% design for the balance of the Mall will be completed early in FY 2005. Glass mitigation is complete at some facilities, is ongoing or in design at others.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Suitland, Maryland		
Program Unit Sponsor	National Museum of Natural History		
Account Title	Facilities Capital, Construction		
Account Identification Code			
Name of Project	Construct Museum Support Center Pod 5		
Project Number	0230101		
Project Partners			
This Project Is:	New Construction:	XXX	Revitalization of Existing Facility:
Project/Useful segment is funded:	Incrementally:	XXX	Fully:
Did the Capital Planning Board approve the project?		Date:	January 2002
Did the Capital Planning Board approve the current funding proposal?		Date:	May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)		Date:	September 2001
Did Congress authorize the project? (If not required, indicate NA)		Date:	August 2003

B. PROJECT BASELINE		
Initial Baseline Date: June 2003	Date of Baseline Change: May 2004	Indicate Here if Preliminary:

1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):

The final scope of the project includes the following elements:

- 92,500 gross square foot addition to Museum Support Center (MSC) for storage of biological specimens preserved in alcohol now located in National Museum of Natural History on the Mall and in MSC Pod 3. The new pod will contain 3 levels for storage. The height will be determined based upon the requirement to provide appropriate space above and around the containers to provide adequate ventilation. The design of Pod 5 includes new shelving and compactor systems that are suitable for use with this kind of collection.
- 27,000 gross square foot Laboratory/research space will be specially designed to accommodate the maintenance of alcohol collections that will be stored in Pod 5.
- The utility and access "street" will be extended from the existing building to connect Pod 5 to the rest of the building, as well as to provide a buffer between the storage pod and offices and laboratories.

The new pod is in accordance with the approved master plan for the Suitland campus. The initial FY 2003 estimated cost of \$30.4 million to construct this unique alcohol collections pod and laboratory building was based on schematic estimates using the similar designs of the existing Pods 1-4, which house "dry" collections. This pod and laboratory, housing and maintaining alcohol collections, has increased in cost to \$40.2M since the schematic design estimate. Cost increase is due to three factors: 1) A major spike in the cost of steel and other building materials world wide. The facility has large amounts of steel reinforced concrete structure, HVAC air handlers and ductwork, and fire sprinkler pipe. World steel prices have increased 65% in the last six months. We estimate this has increased our cost by 20%. 2) The need to design an alcohol vs a dry materials storage facility. There is no comparable facility of this magnitude to use as a basis for design criteria. The schematic design, although accounting for normal fire safety criteria, did not contemplate the complexity of the additional requirements for the higher levels of fire suppression (added sprinklers and water flows), fire detection (heat, smoke, and vapor), interior floor grates and drainage (to reduce the size of any alcohol spill or fire), ventilation (capable of keeping the air temperature at 65 degrees; added air exchanges per hour to reduce alcohol vapor concentration), structural (4 hour fire walls vs a normal 2 hour building), emergency generator (sized to be capable of maintaining temperature and air exchanges) and fire compartmentalization. 3) The requirement to use mobile compactor shelving in order to accommodate all the alcohol collections in NMNH. The additional fire protection requirements will take up additional floor space, thus decreasing the usable net space. The only way to have enough storage space to move all the alcohol specimens from the Mall is to use compactor storage equipment, but the original estimate assumed the reuse of storage shelving currently housing the collections at NMNH. The Institution investigated a number of options to complete the facility within the original estimate, and reduced the overall size of both the storage pod (from 120,000 SF to 92,500 SF) and the laboratory (from 42,000 SF to 27,000 SF). However, further reductions to the scope would render the final building unsuited for the storage and care of the alcohol collections. The project as currently scoped will provide the minimum space needed to move the alcohol collections from NMNH and support essential collections maintenance activities.

2. Detail of Overall Project Schedule	Month & Year
Planning/Design Start Date:	August 2003
Design Completion Date:	December 2004
Construction Start Date:	April 2005
Construction Completion Date:	October 2006
Building Occupancy Date:	November 2006
Public Opening Date (if applicable):	N/A

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		3.0
Revitalization/Construction		33.5
Contingency	Percentage: 5% of 28.0	1.3
Construction Management	Percentage: 8% of 28.0	2.1
Building Commissioning	Percentage: 1% of 28.0	0.3
TOTAL CAPITAL COSTS:		40.2
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		40.2
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Estimate based on 50% design.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2003	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	25.5	2.8							28.3
TRUST Capital Costs									
TOTAL CAPITAL COSTS	25.5	2.8							28.3
Non-Capital Costs									
TOTAL PROJECT FUNDS:	25.5	2.8							28.3
PRIOR BUDGET REQUEST	FY: 2005	Request to OMB						Date: Sept 2003	
FEDERAL Capital Costs	12.4	18.0							30.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS	12.4	18.0							30.4
Non-Capital Costs									
TOTAL PROJECT FUNDS:	12.4	18.0							30.4
CURRENT BUDGET REQUEST	FY: 2006	Request to OMB						Date: Sept 2004	
FEDERAL Capital Costs	12.3	8.0	19.9						40.2
TRUST Capital Costs									
TOTAL CAPITAL COSTS	12.3	8.0	19.9						40.2
Non-Capital Costs									
TOTAL PROJECT FUNDS:	12.3	8.0	19.9						40.2
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	-1	-10.0	+19.9						9.8
TRUST Capital Costs									
TOTAL CAPITAL COSTS	-1	-10.0	+19.9						9.8
Non-Capital Costs									
TOTAL PROJECT FUNDS:	-1	-10.0	+19.9						9.8
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
Prior year includes the rescissions to the FY 2004 Appropriation, totaling \$124,000. The Institution's request for FY 2005 was adjusted based on budget priorities, in order to match expected placement of work in each fiscal year, and funding for the project further phased to FY 2006. The increase in FY 2006 is also partly attributable to the increased estimate for the project, discussed in the project baseline section of this document.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY): 2007	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)		0	0
Facilities Costs (Maintenance, Operations Security & Support):		3	.6
Central SI Support Costs (Overhead):		0	0
TOTAL ANNUAL OPERATING COST:		3	.6
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Estimate to be revised as design of the building progresses. Future estimates will include programmatic costs, and facilities costs, including security and other facilities staff and utilities.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2004		Request to OMB:										Date: Sept 2002			
TOTAL FEDERAL OPERATING COST:					.2	3	.8	3	.6	3	.6	3	.6	3	.6	
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:					.2	3	.8	3	.6	3	.6	3	.6	3	.6	
PRIOR BUDGET REQUEST	FY: 2005		Request to OMB:										Date: Sept 2003			
TOTAL FEDERAL OPERATING COST:							3	.8	3	.6	3	.6	3	.6	3	.6
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:							3	.8	3	.6	3	.6	3	.6	3	.6
CURRENT BUDGET REQUEST	FY: 2006		Request to OMB:										Date: Sept 2004			
TOTAL FEDERAL OPERATING COST:							3	.8	3	.6	3	.6	3	.6	3	.6
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:							3	.8	3	.6	3	.6	3	.6	3	.6
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																0
TOTAL TRUST OPERATING COST:																0
TOTAL ANNUAL OPERATING COST:																0
Explanation of Change:																

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

The design and construction of Pod 5 is the Smithsonian's highest priority safety and security project. The Smithsonian has the world's largest collection of animal and botanical specimens preserved in alcohol. This irreplaceable collection is at risk of total loss because it is stored in space at the NMNH building on the Mall that does not meet the National Fire Codes. In addition, the events of September 11, 2001 have put a higher level of emphasis and increased necessity on proceeding with this project.

Renovating the existing space in the Mall Museum to become code compliant can only be achieved through extraordinarily disruptive and costly means. The resultant space would only house a fraction of the collections now located on the Mall due to the 500 square foot maximum for each storage room called for in the National Fire Codes. The safest solution is the construction of a fifth pod at the Museum Support Center in Suitland, where security inside the perimeter fencing provides the lowest risk. The fifth pod would effectively isolate the alcohol collections from vulnerable, less volatile collections in nearby existing pods.

While the preserved specimens will be housed in a state of the art, code compliant storage facility, it will not be possible to achieve the safe, efficient, and non-degenerative maintenance of the specimens in Pod 5 without adequate nearby laboratory space. Current maintenance facilities near Pod 5 do not comply with National Fire Codes for use of alcohol specimens in the amount necessary to properly maintain the collections. The existing facilities have little or no means to naturally ventilate in the event of a fire, increasing the risk of explosion and making it dangerous for fire fighters. The codes require flammable liquid work rooms to have liquid-tight floors and spill-proof containment or drainage, but these rooms do not. The walls, floors, and ceilings, along with the ventilation system, throughout this current building are inadequate for an alcohol fire and the fire systems could easily be overtaxed. A major spill, or a fire involving the application of lots of water, would spread liquids to adjacent areas and lower floors. The codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with adequately designed ventilation and heavy duty fire suppression systems, none of which is present now. Common maintenance of alcohol preserved specimens in this area will put the surrounding irreplaceable "dry" collections, Smithsonian staff, and fire-fighters at risk. Construction of laboratory space near Pod 5 will provide appropriate maintenance facilities meeting all life safety codes.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	
Project Manager:	Walter Ennaco, Office of Project Management, OFEO
Design Manager:	Diane Crisen, Office of Engineering, Design and Construction, OFEO
Construction Manager (Res. Engineer):	To Be Determined
Program Manager/Liaison & Unit	Jerome Conlon, Asst. Dir. For Facilities Operations, NMNH

Other Management Plans (Executive/Steering Committees, etc.)

The NMNH has formed a Pod 5 Executive Committee consisting of Jerome Conlon, Elizabeth Dietrich (Move Coordination Office) and senior representatives of from the Fishes, Invertebrate Zoology and Vertebrate Zoology departments.

C. Acquisition Plan (describe proposed contracting methodology):

Bids for construction will be solicited via a request for proposal in the Commerce Business Daily. Competition will be based on best value, technical ability and price. A multi-year contract will be awarded on a firm fixed price for the base construction with options or Options or alternates will be determined during the development of the construction documents.

PART III: CURRENT STATUS (describe performance against milestones)

The facility planning phase PDRI was used in the development of the A/E Consultant's Scope of Work. With Congress' approval to reprogram RR&A funds, the Smithsonian awarded the A/E contract on June 1, 2003 with Ewing Cole Cherry Brott for a total price of \$2,796,437, with current changes. The programming charrette was completed in September 2003 and the 50% design documents submitted in May 2004. The final PDRI is scheduled in September 2004 with the final design to be complete by early December 2004. The construction contract award milestone is scheduled for April 2005 and building construction is expected to be complete by October 2006. Equipment installation will take an additional six months with some of the installation being concurrent with the collections early move.

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PART I. A. SUMMARY OF PROJECT INFORMATION				
Location	Washington, DC (exact location to be determined)			
Program Unit Sponsor	National Museum of African American History and Culture			
Account Title	Facilities Capital			
Account Identification Code				
Name of Project	National Museum of African American History and Culture			
Project Number	0495801			
Project Partners				
This Project Is:	New Construction:	TBD	Revitalization of Existing Facility:	TBD
Project/Useful segment is funded:	Incrementally:	XXX	Fully:	
Did the Capital Planning Board approve the project?			Date:	NA
Did the Capital Planning Board approve the current funding proposal?			Date:	May 2004
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)			Date:	Sept. 2003
Did Congress authorize the project? (If not required, indicate NA)			Date:	Dec. 2003

B. PROJECT BASELINE		
Initial Baseline Date: August 2004	Date of Baseline Change:	Indicate Here if Preliminary: XXX
<p>1. Project Scope (specific description of work effort, including square footage involved, historical significance of exhibiting building, project phases if applicable, highlight changes from original baseline):</p> <p>The project scope will be defined once the site has been selected and further planning/programming for the new museum has been completed.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		October 2004
Design Completion Date:		TBD
Construction Start Date:		TBD
Construction Completion Date:		TBD
Building Occupancy Date:		TBD
Public Opening Date (if applicable):		TBD

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3. Detail of Total Project Cost Estimate	Amount in \$Millions
CAPITAL COSTS	
Planning/Design	
Revitalization/Construction	
Contingency	Percentage:
Construction Management	Percentage:
Building Commissioning	Percentage:
TOTAL CAPITAL COSTS:	TBD
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)	
TOTAL PROJECT COST	TBD
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)	
Project costs will be estimated as part of initial planning/programming phase in FY 2006, once site has been selected.	

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2006		Request to OMB					Date: Sept 2004	
FEDERAL Capital Costs			2.0						TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS			2.0						TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:			2.0						TBD
PRIOR BUDGET REQUEST	FY: 2005		Request to OMB					Date: Sept 2003	
FEDERAL Capital Costs									TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS									TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:									TBD
CURRENT BUDGET REQUEST	FY: 2006		Request to OMB					Date: Sept 2004	
FEDERAL Capital Costs			2.0						TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS			2.0						TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:			2.0						TBD
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs			+2.0						+2.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			+2.0						+2.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:			+2.0						+2.0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
Preliminary estimate of initial programming requirements only.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY):	FTE	Amount (\$M)
Programmatic Costs (Museum Federal and Trust costs)			
Facilities Costs (Maintenance, Operations Security & Support):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:			TBD
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Operating costs beyond the initial requests of staffing in FY 2005 (27 FTEs and \$4.5 million) and FY 2006 (36 FTEs and \$5.3 million) will be developed as planning proceeds.			

E. SUMMARY OF OPERATIONS FUNDING																		
\$ Millions (1 decimal place)	Prior		FY 05		FY 06		FY 07		FY 08		FY 09		FY 10		Outyears			
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$		
INITIAL OPERATIONS ESTIMATE:	FY: 2005		Request to OMB:														Date: Sept 2003	
TOTAL FEDERAL OPERATING COST:			27	5.0													TBD	
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:			27	5.0													TBD	
PRIOR BUDGET REQUEST	FY: 2005		Request to OMB:														Date Sept 2003	
TOTAL FEDERAL OPERATING COST:			27	5.0													TBD	
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:			27	5.0													TBD	
CURRENT BUDGET REQUEST	FY: 2006		Request to OMB:														Date: Sept 2004	
TOTAL FEDERAL OPERATING COST:			27	5.0	63	10.3											TBD	
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:			27	5.0	63	10.3											TBD	
CHANGES (Prior Request to Current Request)																		
TOTAL FEDERAL OPERATING COST:			0	0	+63	+10.3											TBD	
TOTAL TRUST OPERATING COST:																		
TOTAL ANNUAL OPERATING COST:			0	0	+63	+10.3											TBD	
Explanation of Change:																		
As planning for the new museum proceeds, additional requirements have been identified.																		

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PART II: JUSTIFICATION AND OTHER INFORMATION

A. Justification (describe why the project is needed, including specific dates required, programs supported, and alternatives analysis):

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

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

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Sheryl Kolasinski, Office of Project Management, OFEO
Project Manager:	Harold J. Rombach, Office of Facilities Planning and Resources, OFEO
Design Manager:	Jane R Passman, Office of Facilities Planning and Resources, OFEO
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	Anthony S. McCann, Office of Under Secretary

Other Management Plans (Executive/Steering Committees, etc.)

To be determined.

C. Acquisition Plan (describe proposed contracting methodology):

To be determined.

PART III: CURRENT STATUS (describe performance against milestones)

The Institution is negotiating with a consultant to conduct the site evaluation, pending the availability of funding in FY 2005.

			(in millions of dollars)			
Agency	Bureau	Line No.	Description	2004 PY	2005 CY	2006 BY
	Smithsonian Institution		Report on Resources for Financial Management Activities			
			Accounting and Reporting			
		2001	No. of FTE	266	266	277
		2002	Obligations/Budgetary Resources	23.7	23.8	27.4
			Contractor Accounting and Reporting			
		2102	Obligations/Budgetary Resources	0.5	0.5	0.5
			Audits of Financial Statements			
		3001	No. of FTE			
		3002	Obligations/Budgetary Resources			
			Financial Management Systems			
		4001	No. of FTE	20	20	21
		4002	Obligations/Budgetary Resources	8.9	9.0	10.0
			Subtotal			
		5001	No. of FTE	286	286	298
		5002	Obligations/Budgetary Resources	33.1	33.3	37.9
			Adjustments			
		6001	No. of FTE			
		6002	Obligations/Budgetary Resources			
			Total, net			
		7001	No. of FTE	286	286	298
		7002	Obligations/Budgetary Resources	33.1	33.3	37.9
			Audits of Financial Statements			
			Component Contracts Audit Costs			
		8102	Obligations/Budgetary Resources	0.0	0.0	0.0
			Component In-house Costs			
		8201	No. of FTE	0	0	0
		8202	Obligations/Budgetary Resources	0.0	0.0	0.0
			Org-wide Financial Statements: Contract Audit Costs			
		9102	Obligations/Budgetary Resources	0.1	0.1	0.2
			In-House Audit Costs			
		9201	No. of FTE	4	4	4
		9202	Obligations/Budgetary Resources	0.2	0.2	0.2
			Total, all reporting entries:			
		9401	No. of FTE	4	4	4
		9402	Obligations/Budgetary Resources	0.3	0.3	0.4
		9998	Agency Contact	Minnie Carmichael		
		9999	Telephone Number	(202) 275-0322		

Agency IT Investment Portfolio

Exhibit 53 Smithsonian Institution

Agency	2004 UPI	2005 UPI	Investment Title	Investment Description	Total Investment			Percentage		IT Security	Homeland Security			DME			Steady State		
					PV	CY	BY	Financial	IT Security		Priority Identifier (Select all that apply)	PY	CY	BY	PY	CY	BY		
			Agency Total IT Investment Portfolio			55,961	58,78	73,09				13,138	9,31	17,976	42,823	49,434	55,056		
			Part 1 - IT Systems by Mission Area			26,217	24,25	33,718				7,988	5,235	9,689	18,229	18,973	23,967		
			Financial & Administrative Management			12,936	12,91	17,113				3,432	3,182	5,79	9,504	9,69	11,233		
			Enterprise Resource Planning System (ERP)			10,357	10,4	12,792	80	2		3,092	2,976	4,119	7,265	7,39	8,673		
			Facilities Management System (FMS)			10,357	10,4	12,792				3,092	2,976	4,119	7,265	7,39	8,673		
			Administrative Support Systems			9,99	0,881	2,65	20	2,8		0,34	0,206	1,671	0,65	0,675	0,984		
			Art Collections			1,589	1,625	1,66				0,34	0,206	1,671	0,65	0,695	0,984		
			Art Collections IS (ArtCIS)			11,924	9,944	13,113				0	0	0	1,589	1,625	1,666		
			American history museum collections IS			0,845	0,837	0,94				0	0	0	1,589	1,625	1,666		
			American Indian museum collections IS			0,845	0,837	0,94				0	0	0	1,589	1,625	1,666		
			Archives & libraries management IS			0,845	0,837	0,94				0	0	0	1,589	1,625	1,666		
			Archives & libraries collections IS			4,925	2,743	2,223				4,391	1,978	1,265	0,534	0,765	0,958		
			Archives & libraries information systems IS			4,925	2,743	2,223				4,391	1,978	1,265	0,534	0,765	0,958		
			Archives & libraries research & collections IS			4,925	2,743	2,223				4,391	1,978	1,265	0,534	0,765	0,958		
			Archives & libraries systems IS			0,327	0,438	0,45				0	0	0	0,327	0,438	0,45		
			Archives & libraries collections IS			0,327	0,438	0,45				0	0	0	0,327	0,438	0,45		
			Archives & libraries information systems IS			0,327	0,438	0,45				0	0	0	0,327	0,438	0,45		
			Archives & libraries research & collections IS			1,031	1,084	2,411	10	2,5		0	0	1,267	1,031	1,084	1,144		
			Archives & libraries systems IS			1,031	1,084	2,411				0	0	1,267	1,031	1,084	1,144		
			Archives & libraries collections IS			1,031	1,084	2,411				0	0	1,267	1,031	1,084	1,144		
			Archives & libraries information systems IS			0,188	0,195	0,2				0	0	0	0,188	0,195	0,2		
			Archives & libraries research & collections IS			0,188	0,195	0,2				0	0	0	0,188	0,195	0,2		
			Archives & libraries systems IS			0,188	0,195	0,2				0	0	0	0,188	0,195	0,2		
			Archives & libraries collections IS			0,946	0,946	1,44				0	0	0	0,946	0,946	1,44		
			Archives & libraries information systems IS			0,946	0,946	1,44				0	0	0	0,946	0,946	1,44		
			Archives & libraries research & collections IS			0,946	0,946	1,44				0	0	0	0,946	0,946	1,44		
			Archives & libraries systems IS			3,408	3,447	4,49		1		0	0	0,738	3,408	3,447	3,761		
			Archives & libraries collections IS			3,408	3,447	4,49				0	0	0,738	3,408	3,447	3,761		
			Archives & libraries information systems IS			3,408	3,447	4,49				0	0	0,738	3,408	3,447	3,761		
			Archives & libraries research & collections IS			3,408	3,447	4,49				0	0	0,738	3,408	3,447	3,761		
			Archives & libraries systems IS			0,165	0,165	0,22		3,4		0	0	0	0,165	0,165	0,22		

Space Budget Justification

Agency: Smithsonian Institution
 Bureau: (OIA)
 GSA Bureau Code: 3300
 Date: September 7, 2004

Smithsonian Institution
 (obligations in thousands of dollars)

	FY 2004		FY 2005		FY 2006		FY 2007	
	Sq. Ft.	\$						
OMB approved inflation factor:		1.70%		1.70%		1.50%		1.50%

PART 1: RENTAL PAYMENTS TO GSA

GSA rent estimate	82,500	\$0	82,500	\$0	82,500	\$0	82,500	\$0
Agency adjustments to the bill:								
Chargebacks:	0	\$0	0	\$0	0	\$0	0	\$0
Other adjustments	0	\$0						
Statutorily imposed rent caps	0	\$0						
Planned changes to inventory:								
FY2004	0	\$0	0	\$0	0	\$0	0	\$0
FY2005			0	\$0	0	\$0	0	\$0
FY2006					0	\$0	0	\$0
FY2007							0	\$0
Requested program changes:								
FY2004			0	\$0	0	\$0	0	\$0
FY2005					0	\$0	0	\$0
FY2006							0	\$0
FY2007								
Total, net rental payments to GSA	82,500	\$0	82,500	\$0	82,500	\$0	82,500	\$0

FUNDING SOURCES FOR RENTAL PAYMENTS to GSA

Funded by direct appropriations:

Account title and ID code:

Acct. 1 Salaries and expenses 016-10-1166.	\$0	\$0	\$0	\$0
Acct. 2 Miscellaneous Account 017-36-2222	\$0	\$0	\$0	\$0
Acct. 3	\$0	\$0	\$0	\$0
Acct. 4	\$0	\$0	\$0	\$0
Acct. 5	\$0	\$0	\$0	\$0
Acct. 6	\$0	\$0	\$0	\$0
Acct. 7	\$0	\$0	\$0	\$0
Acct. 8	\$0	\$0	\$0	\$0
Subtotal, direct appropriations	\$0	\$0	\$0	\$0

Funded by other sources:

Account title and ID Code:

Acct. 1 Resources control 016-12-2650	\$0	\$0	\$0	\$0
Acct. 2 User Fees 016-12-2750	\$0	\$0	\$0	\$0
Acct. 3	\$0	\$0	\$0	\$0
Acct. 4	\$0	\$0	\$0	\$0
Acct. 5	\$0	\$0	\$0	\$0
Acct. 6	\$0	\$0	\$0	\$0
Subtotal, other funding sources	\$0	\$0	\$0	\$0

Total funding sources (object class 23.1)	\$0	\$0	\$0	\$0
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Control difference	\$0	\$0	\$0	\$0
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PART 2: RENTAL PAYMENTS TO OTHERS

Non-Federal sources (object class 23.2)	1,197,004	\$14,505	1,197,004	\$14,795	1,336,477	\$21,229	1,336,477	\$21,654
Federal sources (object class 25.3)	0	\$0	0	\$0	0	\$0	0	\$0
Total rental payments to others	1,197,004	\$14,505	1,197,004	\$14,795	1,336,477	\$21,229	1,336,477	\$21,654

SMITHSONIAN INSTITUTION
PROJECTED OUTLAYS IN THE OUTYEARS
FY 2006 - FY 2010
(Dollars in Millions)

	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	
	<u>Budget Authority</u>	<u>Outlays</u>								
Salaries & Expenses	577	567	593	591	617	614	643	639	669	665
Facilities Capital	166	115	163	145	167	163	165	166	174	168
Total	743	682	756	736	784	777	808	805	843	833

Dollars in Thousands
 FTE = Full Time Equivalent

**SMITHSONIAN INSTITUTION
 APPLICATION OF NONAPPROPRIATED TRUST FUNDS - Summary**

	General Trust				Donor / Sponsor Designated				Government Grants and Contracts										
	FY 2004		FY 2005		FY 2008		FY 2004		FY 2005		FY 2008		FY 2004		FY 2005		FY 2006		
	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	
MUSEUMS AND RESEARCH CENTERS																			
American Museums																			
6900 Anacostia Museum & Ctr for Afr. Amer. History	3	359	2	363	2	363	2	363	0	96	0	180	0	180	0	26	0	26	0
5100 Center for Folklife & Cultural Heritage	10	1,823	10	972	10	972	10	972	17	6,233	9	2,135	8	1,532	0	122	0	0	0
6800 Nat'l Museum of African American History & Culture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Museum of American History - Summary	6	2,021	6	2,136	4	1,550	4	1,550	57	15,872	56	21,925	46	8,444	38	4,410	39	3,432	39
5500 --National Museum of American History, Behring Ctr	5	1,733	5	1,877	3	1,280	3	1,280	55	14,734	54	21,057	46	7,589	0	1,373	0	174	0
3000 --National Postal Museum	1	288	1	259	1	270	1	270	2	1,138	2	868	0	855	38	3,037	39	3,258	39
5000 National Museum of the American Indian	2	3,349	2	1,761	2	1,761	2	1,761	15	7,705	19	10,203	19	10,203	0	8	0	32	0
Subtotal, American Museums	21	7,552	20	5,232	18	4,646	18	4,646	89	29,906	84	34,443	73	20,359	38	4,566	39	3,490	39
Art Museums																			
4000 Archives of American Art	0	366	0	133	0	67	0	67	12	1,244	12	1,044	10	910	0	0	0	0	0
5400 Arthur M. Sackler Gallery/Freer Gallery of Art	0	304	0	120	0	120	0	120	53	8,435	53	9,887	53	9,887	0	0	0	0	0
5800 Cooper-Hewitt, National Design Museum	20	2,687	19	2,600	19	2,600	19	2,600	3	3,238	3	2,780	3	2,755	0	0	0	0	0
5600 Hirshhorn Museum & Sculpture Garden	1	757	1	875	1	682	1	682	4	2,738	4	3,455	4	4,682	0	18	0	2	0
5700 National Museum of African Art	2	593	2	634	2	562	2	562	0	157	0	931	0	500	0	0	0	0	0
5200 National Portrait Gallery	3	585	3	590	3	609	3	609	8	1,962	11	10,018	10	3,339	0	0	0	0	0
5300 Smithsonian American Art Museum	4	1,047	4	1,060	4	722	4	722	13	6,159	19	13,009	19	13,783	0	0	0	0	0
Subtotal Art Museums	30	6,339	29	6,012	29	5,362	29	5,362	93	23,933	102	41,124	99	35,856	0	18	0	2	0
Science Museums and Research Centers																			
3800 National Air and Space Museum	33	3,856	33	3,488	33	3,488	33	3,488	15	6,457	13	3,949	13	3,949	10	3,351	10	3,987	10
3300 National Museum of Natural History	9	2,193	9	2,163	9	2,201	9	2,201	26	18,631	30	8,798	30	8,974	17	5,448	19	10,056	19
3500 National Zoological Park	2	560	2	505	2	486	2	486	24	5,764	24	5,456	24	4,625	5	600	5	600	5
4000 Smithsonian Astrophysical Observatory	94	15,596	94	15,485	94	15,485	94	15,485	19	4,373	19	1,584	19	1,584	278	83,283	278	107,192	278
6400 Smithsonian Center for Materials Research	0	9	0	15	0	15	0	15	0	15	0	8	0	2	0	14	0	5	0
3900 Smithsonian Environmental Research Center	6	442	6	452	6	472	6	472	9	1,242	7	1,015	6	1,045	63	4,000	73	5,000	77
3400 Smithsonian Tropical Research Institute (inc FTEs not paid from NFC)	14	788	14	784	14	786	14	786	29	5,044	29	5,028	29	5,028	9	1,210	9	1,100	9
Subtotal, Science Museums and Research Centers	158	23,444	158	22,892	158	22,933	158	22,933	122	41,526	122	25,838	121	25,207	382	97,906	394	127,940	398
Total Museums and Research Centers	209	37,335	207	34,136	205	32,941	205	32,941	304	95,365	308	101,405	293	81,422	420	102,490	433	131,432	437

*The Donor/Sponsor Designated excludes intercompany reimbursements

Dollars in Thousands

FTE = Full Time Equivalent

**SMITHSONIAN INSTITUTION
APPLICATION OF NONAPPROPRIATED TRUST FUNDS - Summary**

	General Trust		Donor / Sponsor Designated				Government Grants and Contracts											
	FY 2005		FY 2004		FY 2005		FY 2004		FY 2005		FY 2006							
	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate	FTE	Estimate						
PROGRAM SUPPORT AND OUTREACH																		
Outreach																		
6100 Smithsonian Inst. Traveling Exp. Svc.	7	643	7	652	7	652	0	923	0	676	0	296	0	0	0	0		
3200 Center for Education & Museum Studies	6	562	4	556	4	556	0	136	0	195	0	83	1	105	1	51		
9100 The Smithsonian Associates	14	1,314	13	1,331	13	1,331	3	799	9	645	9	645	0	0	0	0	0	
7400 Smithsonian Affiliation Program	11	827	11	885	11	885	0	124	0	60	0	0	0	0	0	0	0	
6200 National Science Resources Center	9	888	9	1,857	9	1,857	5	815	7	2,090	7	2,090	4	1,018	6	2,050	7	
9200 Smithsonian Press	0	0	0	0	0	0	0	63	0	48	0	0	0	0	0	0	0	0
1900 Office of Fellowships and Grants	3	227	2	235	2	235	0	122	0	150	0	150	0	0	0	0	0	0
Subtotal Outreach	50	4,461	46	5,516	46	5,516	8	2,982	16	3,864	16	3,264	5	1,123	7	2,101	7	2,140
Communications																		
3100 Visitor Info & Associates Reception Ctr	14	1,211	14	1,224	14	1,224	0	0	0	0	0	0	0	0	0	0	0	0
6500 Office of Public Affairs	4	1,011	4	1,022	4	1,022	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal, Communications	18	2,222	18	2,246	18	2,246	0	0	0	0	0	0	0	0	0	0	0	0
Other Program Support																		
3700 Museum Support Center	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7200 Office of Exhibits Central	1	267	1	178	1	168	1	66	0	0	0	0	0	0	0	0	0	0
1700 Smithsonian Institution Archives	2	155	2	156	2	156	3	198	3	198	3	192	0	0	0	0	0	0
6300 Smithsonian Institution Libraries	10	996	10	980	10	974	1	575	2	1,644	2	444	0	13	0	10	0	0
Subtotal, Other Program Support	13	1,418	13	1,314	13	1,298	5	839	5	1,842	5	636	0	13	0	10	0	0
Total Program Support and Outreach	81	8,101	77	9,076	77	9,060	13	3,821	21	5,706	21	3,900	5	1,136	7	2,111	7	2,140
Adminstration	198	25,342	198	25,434	198	25,805	1	2,021	0	1,528	0	1,540	0	0	0	0	0	0
Facilities Services																		
Facilities Maintenance	0	388	0	407	0	407	0	34	0	38	0	39	0	0	0	0	0	0
Facilities Operations, Security and Support & Rent	19	4,467	18	4,678	18	4,678	5	271	5	303	5	347	0	0	0	0	0	0
Total Facilities Services	19	4,855	18	5,085	18	5,085	5	305	5	341	5	386	0	0	0	0	0	0
Grand Total, Smithsonian Institution	507	75,633	500	73,731	498	72,891	323	101,512	334	108,980	319	87,248	425	103,626	440	133,543	444	134,182

*The Donor/Sponsor Designated excludes intercompany reimbursements

SMITHSONIAN INSTITUTION LIBRARIES



3 9088 01680 3132